

A Safer Maryland

A Balanced and Restorative Juvenile Justice System

Public Safety



**Offender
Accountability**

**Character and
Competency
Development**

**Three Year Plan
2003 - 2005
State of Maryland
Department of Juvenile Justice
December 1, 2002**

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The Department of Juvenile Justice has implemented major reforms. The reform efforts are outlined in the Department's submission of the Managing for Results (MFR) document that was completed for the Fiscal Year 2004 budget. The MFR contains the goals and objectives of each of the major business functions and includes strategies and performance measures, both input and output, for reaching the goals. Due to the comprehensive nature of the MFR, the Department decided to expand on the work already completed in order to produce our ***Comprehensive Juvenile Justice Three Year Plan***.

The MFR submission afforded the Department the opportunity to produce a ***Comprehensive Juvenile Justice Three Year Plan*** that is more thorough than some of the previous proposals. Program deployment, costs and unfunded requests were added to illustrate how the Department will strive to reach the stated goals.

The Department embraces the principles of the Balanced and Restorative Justice Model which seeks to ensure offender accountability and build character and competency of the youth while promoting public safety. Appropriate screening and assessment of each youth's risk and needs is crucial to supporting the Department's principles. Screenings and assessments also help identify and provide services that are required to address the needs of the offender in order to lessen the likelihood that the youth will re-offend. Through collaborative efforts the Department has developed, piloted, implemented, and validated enhanced screening and assessment tools that enable us to appropriately identify and place youth according to their individual needs and risk to public safety.

A major objective of the Department is to expand community capacity while reducing the number of youth in detention and residential placements **without compromising public safety**. The Department continues to establish partnerships with other agencies to expand community capacity. This has proved promising for several reasons. By ensuring that the necessary players are at the table, the Department can gather the support needed while identifying service gaps that may hinder the success of expanding community capacity. In addition, by inviting outside participants the Department can address the impact that our strategy may have and explore the possibility of sharing service costs.

Listed below are the efforts of each of the Department's major business functions.

Office of Secretary

The Office of the Secretary provides leadership, direction and coordination toward the achievement of a balanced and restorative juvenile justice system, establishing policy, initiating legislation, allocating and deploying resources, ensuring accountability at every level and delegating authority to the lowest appropriate level of the organization. The Office of the Secretary is comprised of Executive Direction, Office of Communications, Fair Practices, Office of Principal Counsel, Office of Research and Program Development, and the Office of Fiscal Planning and Management.

- Open and operate of the Baltimore City Juvenile Justice Center (BCJJC), the Western Maryland Juvenile Justice Center, and the Lower Eastern Shore Juvenile Justice Center
- Establish the Office of Research and Program Development
- Develop the "Immediate Charging Pilot Project"
- Increase the intra-departmental communication through the intranet, newsletter and focus groups
- Re-examine current fiscal procedures to ensure fiscal accountability

Admissions

Admissions (Intake) is the single point of entry whose purpose is to develop and oversee the systematic screening, assessment, and placement of youth who come to the attention of the Department. This process is modeled on the Early Periodic Screening Diagnosis and Treatment Program described in Title 42, §1396d(a)(4)(B) of the United States Code and addresses the protection of the public safety by identifying a youth's risk to the community.

- Develop an Automated Fingerprint Identification System (AFIS)
- Implement an intake risk assessment tool
- Implement the *Treatment Service Plan (TSP) Policy* that directs the use of the new TSP format and establishes guidelines for case management
- Implement the *Detention and Shelter Care Policy* which reduces the unnecessary and inappropriate use of detention
- Develop a continuum of detention alternatives

Health Care Services

Under the direction of the Chief Medical Director, health care services will provide diagnosis and quality individualized treatment to youth under DJJ residential supervision. Care will continue upon release to Community Supervision by community based providers. The Health Care Services Unit identifies, evaluates and directs appropriate quality somatic health, mental health, substance abuse and nutritional services to youth who come to the attention of department. Screening, assessment and evaluation results contribute to the development of a treatment service plan, outlining the youth's treatment, designed to provide for the youth in the least restrictive environment.

- Complete an inventory and analysis of health service needs in each facility to assure the appropriate provision of health care
- Provide health services to youth that will ultimately benefit them by addressing their previously unmet needs, refocusing their delinquent behavior and preparing them to receive services which will prevent further contact with the juvenile justice system
- Provide youth with core preventative services through individual and group counseling addressing anger management, conflict/dispute resolution, problem solving, peer mediation, victim awareness, healthy sexuality and family functioning
- Provide mental health service intervention to youth which shall include individual and group therapy, medication management, suicide prevention, and individual and group sex offender treatment
- Provide substance abuse services, prevention and education, as well as weekly treatment interventions, to youth
- Ensure health services are provided by licensed and/or certified clinicians

Residential

Residential Services supervises residential facilities and their programs for youth detained or committed by the court. Its operations promote the continuity of integrated case management throughout the continuum of programs, services, care and custody, based on a youth's level of risk and need. The facilities and programs administered by this unit provide a wide range of services which include: screening, counseling, education, vocational enhancement, health services and recreational activities. Residential Services also provides secure transports of youth between facilities and court.

- Implement the *Maryland Standards for Juvenile Detention Facilities*
- Complete the statewide regionalization of programs
- Finalize the *Residential Facility Classification: Levels of Custody and Residential Programs Guide*
- Develop and implement the *Institutional Case Management Manual*
- Implement a standardized education curriculum for detention aligned with Maryland's core learning goals and outcomes
- Implement evaluation protocols to ensure that youth receive an appropriate education as required by State and Federal laws as well as departmental policy
- Collaborate with the local school systems in order to ensure that a continuum of educational services of educational services are provided to youth while in the care and custody of the Department
- Issue a Request For Proposal to implement a mental health and substance abuse treatment program and a structured shelter care program for identified youth (to replace the former Victor Cullen Academy program)
- Enhance mental and substance abuse treatment in residential facilities in accordance with *Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System*

Community Justice

Community Justice Supervision provides twenty-four hour Intake, Probation, Aftercare and Community Detention programs in each of the twenty-four jurisdictions of the State for youth under the jurisdiction of the Department and services as appropriate to those youth and their families. As part of its supervision and treatment services, Community Justice Supervision is responsible for the collection of cash restitution, the monitoring of community reparation, and the collaboration with other agencies in linking youth and their families to resources in the community.

- Establish a Confinement Review Unit
- Develop and implement the Treatment Service Plan (TSP) format
- Establish a Central Service Repository (CSR) to list and track community-based resources
- Interface the TSP with the Central Service Repository (CSR)

- Establish the *Classification Assessment Tool for Adjudicated Youth* for adjudicated youth
- Develop a new web enabled case tracking *Case Management Recording System (CMRS)*
- Develop a “Community Supervision Model”
- Develop the *Community Justice Supervision System*
- Evaluate the effectiveness of the sanctions and rewards system
- Implement the Intensive Aftercare Plan

Departmental Support

Departmental Support provides ancillary and logistical support for the entire Department and is comprised of six units: the Offices of Personnel Management, Professional Development and Training, Property Management, Procurement, Capital Planning and Budgeting, Facilities Maintenance, and Information Technology. Departmental Support is responsible for a comprehensive workforce stabilization process designed to produce and maintain a professional, reliable, competent, and effective workforce. Departmental Support provides procurement and maintenance of required commodities and services, coordinates facility/capital planning, programming and maintenance consistent with the requirements of the Facilities Master Planning process. Further, Departmental Support is responsible for the management of a fully integrated automated client based information system to support service delivery and promote administrative accountability

- Ensure that all new DJJ direct care staff are being trained in accordance with Maryland Correctional Training Commission regulations
- Review DJJ’s classification structure
- Develop new examinations for unique classifications
- Increase entry-level training hours from 80 hours to 160 hours
- Stabilize, enhance, and maintain the comprehensive client information system (ASSIST)

OPRA

The Office of Professional Responsibility and Accountability (OPRA) was created for the purpose of ensuring that the DJJ employees and private service providers perform their duties and responsibilities in accordance with professional standards and practices, applicable law, rules of conduct, regulations, policy, procedure, and written directives. OPRA has delegated authority from the Secretary to review DJJ business functions, operations activities, programs, grants, services and facilities operated by the State, or administered through private vendor contracts or intergovernmental agreements.

- Develop and implement an *Audit Work Plan*
- Establish the Incident Reporting Database
- Develop the Youth Grievance Database
- Implement a pro-active child advocacy process to provide resolution of grievances in a timely manner
- Track and monitor all corrective actions recommended by the Office of Legislative Audits and Governor’s Office of Children Youth and Families, Office of the Independent Juvenile Justice Monitor
- Ensure that residential and non-residential programs are in compliance with COMAR and contract deliverables

Bishop L. Robinson
Secretary

VISION, MISSION AND CORE VALUES

VISION

Every child will become a self-sufficient productive adult.

MISSION

The Department of Juvenile Justice, including all of its operating units, embraces a balanced and restorative justice philosophy. DJJ seeks to ensure the public safety and protection of the community, to hold juvenile offenders accountable to victims and communities, and to develop youth competency and character to assist them in becoming responsible and productive members of society.

CORE VALUES

Organizational Focus - The Department of Juvenile Justice operates one integrated system of results-based, restorative justice services delivered in communities and places of residence to meet the individual and particular needs of youth and their families, without compromising public safety.

Honesty and Integrity - We adhere to the highest standards of ethical behavior.

Our Employees - We recognize that our employees are our most important resource. We are committed to the personal well being and professional development of all employees. We encourage creativity and we reward superior performance.

Responsibility and Accountability - We are responsible for the health, safety, care, and humane treatment of all youth under our jurisdiction, and are accountable to the people of Maryland. Our behavior is guided by standards of conduct supported by appropriate corrective disciplinary action.

Accessibility - We communicate with the public in an open and truthful manner. We actively seek external opinion and are responsive to requests for information and access to our facilities without compromising lawful confidentiality.

Collaboration - To achieve mutual goals, we actively seek partnerships, wherever appropriate, to help youth and their families.



OUTCOMES:

- **Reduce recidivism** (*Measured by the number of re-arrests, re-adjudications, re-commitments, and returns to probation for new offenses at intervals of: 3 months; 6 months; 1 year; 2 years; and 3 years*)
- **Positive identification of all youth arrested and charged with a delinquent offense and referred to DJJ**
- **Accurate jurisdictional determination for all youth referred to the Department**
- **Placement of youth based on level of risk** (*i.e. high risk/secure placement, low to moderate/detention alternatives, home and community-based placement*)
- **Appropriate staffing requirements are met**

Action Plan:

2003

- Measure the number of re-arrests, re-adjudications, re-commitments, and returns to probation for new offenses
- Implement “Immediate Charging Pilot Project” with the State’s Attorney’s Office for Baltimore City (SAO)
- Open and operate the Baltimore City Juvenile Justice Center (BCJJC) as a centralized regional juvenile justice intake assessment, court and detention facility for Baltimore City
- Collaborate with Department of Public Safety and Correctional Services (DPSCS) for acquisition of the live scan fingerprint readers and the operation of Automated Fingerprint Identification System (AFIS)
- Implement AFIS at the BCJJC
- Review staffing plans to establish appropriate staffing requirements in residential facilities
- Develop the *Residential Facility Classification: Levels of Custody and Residential Programs Guide*
- Open and operate the Western Maryland Juvenile Justice Center and the Lower Eastern Shore Juvenile Justice Center, regional intake assessment, placement, and treatment centers
- Complete and monitor new procedures governing Intake to ensure accurate jurisdictional determination of youth
- Develop and operate a risk/needs classification system that guides placement decisions
- Automate the risk/needs screening and assessment tools and train designated staff
- Validate risk/needs screening and assessment tools in conjunction with Johns Hopkins University (JHU) and University of Maryland’s Bureau of Governmental

Research (BGR)

- Expand the continuum of detention alternatives
- Use community detention as a detention alternative in accordance with statute
- Establish the Confinement Review Unit (CRU)
- Automate the *Classification Assessment Tool for Adjudicated Youth*
- Evaluate the Intensive Aftercare Policy
- Train designated staff on the use of the *Classification Assessment Tool for Adjudicated Youth*

2004

- Evaluate the validity and reliability of risk/needs screening and assessment tools and modify as appropriate
- Review the classification range of facilities
- Develop policy and procedures governing the CRU
- Implement biometric identification system (AFIS) at the Western Maryland and Lower Eastern Shore Assessment Centers
- Establish caseload ratios of 1:50 for informal supervision youth and moderate to low needs/risk probation youth
- Establish caseload ratios of 2:30 in select jurisdictions for formal supervision youth

GOAL 1: PROMOTE PUBLIC SAFETY

2005

- Implement AFIS in the remaining jurisdictions
- Monitor AFIS and make necessary revisions
- Evaluate the validity and reliability of risk/needs screening and assessment tools and modify as appropriate
- Establish statewide caseload ratios of 2:30 for formal supervision youth

GOAL 2: ENSURE YOUTH OFFENDER ACCOUNTABILITY

OUTCOMES:

- Successful completion of community supervision and release by authority of the court
- Increase the amount of court ordered restitution collected for payment to victims for their loss
- Implement community based accountability programs

Action Plan:

2003

- Ensure a standard system of graduated responses
- Expand the use of the *Case Management Recording System* to all Intensive Aftercare Program teams
- Develop standard operating procedures, policies, and training protocols for supervising low to moderate risk aftercare youth
- Establish an Aftercare policy directive
- Train Institutional Case Managers on *Aftercare Strategy*
- Increase the amount of restitution collected, institute sanctions for noncompliance, and expedite the referral of delinquent restitution accounts to the Central Collections Unit

2004

- Provide technical assistance to Local Management Boards to ensure accountability based programs are developed at the community level
- Pilot *Community Justice Supervision System* with youth on informal and probation supervision
- Implement a pilot Community Service Program model in Prince George's County
- Ensure accountability of informal supervision youth and moderate to low needs/risks probation youth by initiating 1:50 caseload ratios
- Ensure accountability of high needs/risks probation youth by initiating 2:30 caseload ratios
- Continue to increase the amount of restitution collected and expedite the referral of delinquent restitution accounts to the Central Collections Unit

2005

- Establish case management teams to supervise all aftercare youth
- Operate statewide Community Service Programs
- Fully implement 1:50 caseload ratios of informal supervision youth and moderate to low needs/risks probation youth
- Fully implement 2:30 caseload ratios of high needs/risks youth on probation
- Identify funding sources to support new accountability program model
- Increase the amount of restitution collected and expedite the referral of delinquent restitution accounts to the Central Collections Unit

GOAL 3: BUILD YOUTH CHARACTER AND COMPETENCY

OUTCOMES:

- Youth are provided screening, assessment, referral, and delivery of services in the five domain areas (physical health, mental health, substance abuse, family functioning, and educational/vocational needs) in DJJ facilities and community-based placements
- Youth are provided with employment opportunities while under DJJ supervision and upon release
- Youth attain GED or high school diploma, complete trade or vocational school, and/or receive a college education while under DJJ supervision

Action Plan:

2003

- Develop and implement each youth's Individual Education Plan (IEP) based on the results of their educational assessment
- Develop and implement a standardized curriculum aligned with Maryland's core learning goals and outcomes for all residential education programs
- Develop the vocational and life skills training component of the standardized curriculum for youth in residential care
- Administer an educational assessment (Wide Range Achievement Test) within 72 hours of admission to a residential facility
- Implement evaluation protocols to ensure that youth receive an appropriate education as required by state and federal laws
- Establish educational transition teams for the remaining seven local school systems
- Through the use of federal "Re-entry" funding, expand aftercare programming to include specialized education services that will assist youth in achieving their educational goals
- Develop and distribute a brochure to inform community-based service providers of program and service standards
- Implement the *Mental Health and Substance Abuse Programming Enhancements in the Juvenile Justice System: Three Year Plan and Budget Strategy*
- Implement standard risk and needs screening and assessment tool
- Develop a Job Readiness Training curriculum to prepare DJJ youth for jobs and apprenticeships

2004

- Develop and implement each youth's IEP based on the

results of their educational assessment

- Provide ongoing staff development and training to ensure DJJ education staff are providing a quality education program to youth in residential care
- Re-assess the standardized education curriculum aligned with Maryland's core learning goals and outcomes for all residential education programs
- Enhance the standardized education curriculum to include a vocational and functional life skills training component
- Continue the use of federal "Re-entry" funding to ensure specialized education services within aftercare programming
- Continue implementation of the DJJ/DHMH Mental Health and Substance Abuse Three Year Plan

2005

- Refine and modify risk and needs screening assessment tools as needed
- Develop and implement each youth's IEP based on the results of their educational assessment
- Re-assess the standardized education curriculum aligned with Maryland's core learning goals and outcomes for all residential education programs
- Provide ongoing staff development and training to ensure DJJ education staff are providing a quality education program to youth in residential care
- Explore character and competency building program options to determine best practices and appropriate programs to model in the Maryland juvenile justice system
- Continue the use of federal "Re-entry" funding to ensure specialized education services within aftercare programming

OUTCOMES:

- **Youth will remain safe while under the supervision of the Department**
- **Youth will be screened, assessed, and will receive services as outlined in their Treatment Service Plan while under the supervision of the Department**
- **Enrich family functioning**
- **Expand community capacity**

Action Plan:

2003

- Hire four additional Child Advocates to ensure the health, safety, and humane care of youth in residential placements
- Increase Child Advocates' outreach activities to parents to promote a productive relationship with the youth and the family
- Train and deploy Family Intervention Specialists (FIS) to work with the Intensive Aftercare Program teams
- Continue to collect and verify service resources on a state-wide basis for entry into the Central Service Repository (CSR)
- Increase the number of existing community-based services available to youth under DJJ supervision
- Develop a Victim's Services Policy to direct DJJ's compliance with the laws to protect victims' rights
- Automate the publication and distribution of job and apprenticeship information for DJJ youth
- Modify *Treatment Service Plan (TSP) Policy* to reflect the statutory requirements
- Continue training on TSP format
- Develop a web-enabled (Intranet) TSP program
- Review and amend the *Maryland Standards for Juvenile Detention Facilities* and comply with statute by placing the standards in COMAR
- Conduct quality assurance inspections to ensure detention facilities are providing services as required by the *Maryland Standards for Juvenile Detention Facilities*
- Establish a committee to draft standards for operating DJJ committed facilities
- Draft a Secretary's Directive to support the implementation of the *Institutional Case Management Manual* for residential facilities
- Conduct an inventory of health services in each residential facility to ensure the appropriate provision of health care to DJJ youth

- Incrementally implement enhanced mental health, substance abuse, somatic health, and nutrition services in DJJ facilities
- Identify health services linkages in each community to ensure youth can be referred for follow-up services
- Explore external funding options to create additional opportunities to deliver health care services to DJJ youth
- Select and approve appropriate service provider to operate a residential program that will address emotionally disturbed and/or substance abusing youth (this will replace previous Victor Cullen Academy Program)

2004

- Plan and develop the web-enabled TSP to be interfaced with the CSR
- Expand the CSR to capture the community capacity of available statewide resources
- Continue to distribute Office of Community Resource Development (OCRD) brochure statewide
- Seek alternative funding sources to sustain the Resource Program Specialist position in OCRD
- Expand community capacity to ensure necessary services are available to youth under DJJ supervision
- Continue training as needed for direct care staff on the new TSP format and policy
- Implement the automated TSP form
- Market and recruit Foster Grandparent and Volunteer programs to increase the number of volunteers
- Implement the standards for DJJ committed facilities
- Assess departmental compliance with institutional case management objectives
- Complete implementation of enhanced mental health, substance abuse, somatic health, and nutrition services in DJJ facilities

GOAL 4: HELP FAMILY, HELP YOUTH

- Continue to apply for National Service Corporation funds to support the Foster Grandparent Program

2005

- Expand the CSR to capture the community capacity of available statewide resources
- Review, update, and distribute the OCRD brochure
- Expand community capacity to ensure necessary services are available to youth under DJJ supervision
- Continue to market and recruit Foster Grandparent and Volunteer programs to increase the number of volunteers
- Review and evaluate enhanced mental health, substance abuse, somatic health, and nutrition services in DJJ facilities
- Train residential staff on the committed standards
- Continue training as needed for direct care staff for the new TSP format and policy

OUTCOMES:

- Increase the number of agencies participating in and/or coordinating the delivery of services in the five domain areas to at-risk and delinquent youth

Action Plan:

2003

- Fund year two of the Intake Screening and Validation Project
- Implement the “Immediate Charging Pilot Project” with the State’s Attorney’s Office for Baltimore City
- Evaluate risk/needs screening and assessment tools for reliability and validity
- Work with the Local Management Boards (LMB) in the implementation of programs awarded through the Consolidated Grant Process that address juvenile offenders
- Continue to collaborate with the Governor’s Office of Crime Control and Prevention (GOCCP) and the State Advisory Board (SAB) on Juvenile Justice to participate in the Youth Strategies Consolidated Grant process
- Develop an Interagency Agreement that describes the individual obligations of the parties with respect to year two of the Youth Strategies Consolidated Grant
- Collaborate with the Office of the Independent Juvenile Justice Monitors from the Governor’s Office of Children, Youth and Families (OCYF)
- Continue to work with the subcommittees of the SAB in addressing Aftercare, Minority Over-Representation, and Community Linkages
- Evaluate effectiveness of sanctions and rewards systems
- Establish educational transition teams for the remaining seven local school systems
- Work with Department of Public Safety and Correctional Services (DPSCS) in the “Re-entry” grant proposal to secure funding for educational and vocational needs of youth in Baltimore City
- Establish education transition teams and educational specialists to ensure youth receive appropriate educational services
- Implement the booking process at the Baltimore City Juvenile Justice Center
- Participate in the Pending Placement Advisory Board to assess and place these youth that are in detention awaiting placement

- Continue participation in all relevant Subcabinet for Children, Youth and Families activities
- Collaborate with the University of Maryland’s Bureau of Governmental Research (BGR) to develop a new automated *Case Management Recording System* (CMRS)
- Engage in networking activities targeted at developing additional relationships with faith and community based resource providers

2004

- Refine and modify risk/needs screening and assessment tools based on results of evaluations
- Work with the LMBs in the implementation of programs awarded in 2003 through the Youth Strategies Consolidated Grant process
- Provide technical assistance to the LMBs in the development of programs that address the needs of the juvenile population through the Youth Strategies Consolidated Grant Process
- Implement the Interagency Agreement with GOCCP and the SAB to participate in the Youth Strategies Consolidated Grant process
- Develop an Interagency Agreement that describes the individual obligations of the parties with respect to year three of the Youth Strategies Consolidated Grant
- Continue to implement and begin the evaluation of the “Re-entry” grant in Baltimore City
- Interface Child Advocacy database with Investigation Unit’s database to ensure identification of potential problems
- Continue to work with the sub-committees of the SAB in addressing Aftercare, Minority Over-Representation, and Community Linkages
- Address overall ‘system’ issues with the Coordinating Council on Juvenile Justice
- Continue participation in all relevant Subcabinet activities

GOAL 5: ENSURE COLLABORATION

- Enhance mental health and substance abuse service delivery to DJJ youth through the DJJ/DHMH Three Year Plan
- Review BGR's quality assessment of Aftercare plans

2005

- Refine and modify risk/needs screening and assessment tools based on results of evaluations
- Work with the LMBs in the implementation of programs awarded through the Youth Strategies Consolidated Grant process
- Implement the Interagency Agreement with the GOCCP and the SAB to participate in the Youth Strategies Consolidated Grant process
- Develop an Interagency Agreement that describes the individual obligations of the parties with respect to year four of the Youth Strategies Consolidated Grant
- Enhance mental health and substance abuse service delivery for DJJ youth
- Refine and modify sanctions and rewards system based on result of the evaluation
- Continue to work with the sub-committees of the SAB in addressing Aftercare, Minority Over-Representation, and Community Linkages
- Continue participation in all relevant Subcabinet for Children Youth and Families activities

GOAL 6: MEASURE AND EVALUATE DEPARTMENTAL PROGRAMS

OUTCOMES:

- Youth are delivered effective services by DJJ staff

Action Plan:

2003

- Participate in job fairs at local colleges and universities that offer criminal justice programs
- Develop new examinations for 25% of DJJ unique personnel classifications
- Evaluate the effectiveness and cost efficiency of personnel training
- Screen and track all direct care employees for compliance with the Maryland Correctional Training Commission (MCTC) criteria
- Develop and advertise a Request For Proposal (RFP) to obtain a personnel consultant to review DJJ's classification structure
- Continue to seek approval of submitted Pay Plan Amendment for direct care staff
- Update the Office of Professional Development and Training (OPDT) unit workforce stabilization plan to meet the increased demand for training
- Develop a Unified Property Management and Inventory Control System database that will manage DJJ property
- Develop, submit, and receive approval from DGS for the Inventory Standards Manual
- Develop contract management guidelines based on a collaborative effort between the Procurement Unit, the Office of Fiscal Planning and Management, and Office of Professional Responsibility and Accountability (OPRA)
- Develop a new Audit Work Plan
- Develop database to collect informal program monitoring information from the Program Observation form
- Maintain the Incident Reporting Database to track all reported allegations or complaints reported by state-owned and operated residential facilities
- Expand the current Youth Grievance database to capture additional information in concert with Information Technology
- Ensure all DJJ programs and services include measurable performance-based standards and outcomes
- Create a Grant Management System (GMS) database to fiscally and programmatically track all pending, active, and closed grants

- Develop a policy and standard operating procedures for the Office of Research and Program Development (ORPD)
- Continue to staff the ORPD
- Secure independent external research organizations to assess the effectiveness of selected departmental programs
- Develop and implement a database to collect Intake assessment information
- Automate the Certificate of Placement (COP) process to provide for the authorization and tracking of all recommended services
- Expand Central Service Repository (CSR) to include additional functions such as identifying contract capacity, contracts over budget, and identifying unavailable services
- Employ Bureau of Governmental Research (BGR) to evaluate the implementation of the *Classification Assessment Tool for Adjudicated Youth*
- Enhance the training curriculum for volunteers, student interns, mentors and Foster Grandparents

2004

- Participate in job fairs at colleges and universities in surrounding states that offer criminal justice programs
- Continue to develop new examinations for the next 25% of DJJ unique personnel classifications
- Submit final recommendations of the personnel consultant on DJJ's classification/compensation structure to the Secretary
- Continue to seek approval of submitted Pay Plan Amendment for direct care staff
- Continue to screen and track all direct care employees for compliance with the MCTC criteria
- Design the new Field Training Program
- Plan regional training sites to provide increased accessibility to training and decrease costs related to space rental to conduct training
- Develop an Inventory Standards training curriculum and train all Accountability Officers

GOAL 6: MEASURE AND EVALUATE DEPARTMENTAL PROGRAMS

- Develop database to collect formal program monitoring information
- Interface the Youth Grievance Database with the Incident Reporting Database to ensure early identification of any allegation or complaint
- Interface the COP with ASSIST and the Cost Management System
- Link the Procurement Unit's database with the CSR
- Develop a Procurement Manual based on new regulatory requirements, departmental policies/directives, performance measures, and program outcomes
- Provide training on the procurement process to all administrators and program managers
- Continue to staff the ORPD
- Align data collection to ensure all *Managing for Results* (MFR) outcomes are reported accurately
- Continue to secure independent external research organizations to assess the effectiveness of departmental programs
- Evaluate the implementation of the *Classification Assessment Tool for Adjudicated Youth*
- Evaluate the effectiveness of the *Community Justice Supervision System*

2005

- Continue to identify appropriate service providers and enter them into the CSR database
- Participate in job fairs at colleges and universities in surrounding states that offer criminal justice programs
- Continue development of new examinations for the remaining 50% of DJJ unique personnel classifications
- Continue to seek approval of submitted Pay Plan Amendment for direct care staff
- Continue to screen and track all direct care employees for compliance with the MCTC criteria
- Implement development of career enhancement curriculum for Executive Management staff
- Review current staffing levels of the ORPD
- Maintain and update the proprietary databases within the CSR, COP, and Incident Reporting/Youth Grievance Database
- Evaluate the effectiveness of the Procurement Manual
- Continue to secure independent external research organizations to assess the effectiveness of departmental programs
- Continue to employ BGR to evaluate the effectiveness of the *Community Justice Supervision System*
- Evaluate the effectiveness of the Community Service Programs and its data collection process

Leadership Support OFFICE OF THE SECRETARY

PROGRAM DESCRIPTION:

The Department of Juvenile Justice operates one integrated system of results-based, restorative justice services delivered in communities and places of residence to meet the individual and particular needs of youth and their families, without compromising public safety. The Office of the Secretary provides leadership, direction and coordination toward the achievement of a balanced and restorative juvenile justice system, establishing policy, initiating legislation, allocating and deploying resources, ensuring accountability at every level and delegating authority to the lowest appropriate level of the organization. The Office of the Secretary is comprised of Executive Direction, Office of Communications, Fair Practices, Office of Principal Counsel, Office of Research and Program Development, and Office of Fiscal Planning and Management.

	FY 2003 Appropriation	FY 2004 Request	FY 2004 Unfunded	FY 2005 Estimated
Authorized Positions	57.0	58.0	-	58.0
Contractual Positions	2.5	2.5	-	2.5
Total Budget	\$ 3,948,002	\$ 3,651,958	\$ 139,637	\$ 3,911,433
General Funds	\$ 3,253,025	\$ 2,995,958	\$ 139,637	\$ 3,255,433
Special Funds	\$ 114,000	\$ 56,000		\$ 56,000
Federal Funds	\$ 580,977	\$ 600,000		\$ 600,000
Reimbursable Funds	\$ -	\$ -		\$ -

PROGRAM DEPLOYMENT

The Office of the Secretary provides overall leadership and support to the major business functions of the Department of Juvenile Justice. It is responsible for communicating the Department's strategic direction and performance expectations to all DJJ staff and to ensure that the Department is achieving its established goals and becoming a results-based agency. Through planning, oversight, and supervision by the Office of the Secretary, the Department can efficiently provide all services that address the needs of youth under its care.

The Office of the Secretary manages a system that embraces the Balanced and Restorative Justice Model, which effectively addresses the needs of youth while protecting public safety. This direct management also guarantees that the Divisions of Restorative Justice Operations, Departmental Support, Office of Fiscal Planning and Management, and the Office of Professional Responsibility and Accountability are working towards a common goal without duplicating efforts. Open communication enables each major business function to fulfill their individual responsibilities and expand the efforts of the others to create a holistic system approach. This approach is further supported by incorporating *Managing for Results* (MFR) and Continuous Quality Improvement (CQI).

This effective management ensures:

- the development of a risk and needs based screening/assessment and classification system;
- the incorporation of a comprehensive evaluation component for Departmental programs and contracts;
- the safeguarding of the Department's financial assets while meeting operational needs;
- the timely processing of invoices;
- the maximization of the receipt of non general funds;
- the increased communication between the Executive Staff and DJJ employees; and
- a safe and accident free work environment.

The Office of the Secretary has chosen these seven key goals to provide an overarching direction towards which each major business function will strive. Implementation of these key goals ensures that the daily tasks and responsibilities carried out by each unit will create a seamless delivery of services. This focus allows the Department to comprehensively identify and address the needs of youth, reduce recidivism, measure effectiveness, ensure open communication, and maximize non-general funds while acting in accordance with State laws and regulations.

The development and implementation of an assessment and classification system for structured placement decisions helps to ensure that the Department protects public safety by appropriately placing youth according to their risk and needs. To support the assessment process, the Department is utilizing a continuum of community-based and secure placement interventions to provide treatment and services for each youth according to their individual needs. Through the mandated use of the assessment tools and the periodic re-evaluation of the individual's risk and needs, youth are held accountable while receiving the services and skills needed to become positive contributing members of society.

Since the Department's primary concern is public safety, the issue of protecting the public drives policy decisions and programming. In FY 2003, the Department will incorporate an Automated Fingerprinting Identification System (AFIS) into the Intake process at the Baltimore City Juvenile Justice Center (BCJJC). Implementing this biometric fingerprinting system will increase the ability to accurately identify and track youth referred to the Department.

The Department of Juvenile Justice is committed to improving juvenile justice in Baltimore City. As a result, the Department has formed a strong collaborative partnership with the Office of the State's Attorney for Baltimore City, the Office of the Public Defender, the Baltimore City Juvenile Court, the Mayor's Office of Baltimore City and the Baltimore Police Department in order to improve case processing, reduce the unnecessary and inappropriate use of detention, and increase public safety.

In June 2001, to expedite case processing, the Department began staffing Intake 24 hours per day, 7 days per week. In an effort to create a more fluid and effective case processing system, the partnership has examined the potential for a case processing system change and has drafted collaborative procedures to support this proposed change. The "Immediate Charging Pilot Project," when fully implemented at the BCJJC, will prevent the unnecessary and inappropriate use of detention of youth and reduce the length of time from arrest to disposition, thus effectuating overall case processing system change in a positive manner.

A central repository of community-based services has been established, web-enabled, and maintained to identify all community based services that are available to address the needs of the youth and their families. As additional services are identified within the community, they will be added to

the Central Service Repository (CSR) database. The Repository will be employed by all case managers to ensure that all available service options within the community are considered when developing a service plan for each youth. Maximizing the use of these service options will help the Department expand the number of detention alternatives and community capacity and, as a result, continue to reduce the unnecessary use of detention. The CSR system will also enhance our ability to track as well as verify the payment of invoices for each youth receiving services. Each service programs' performance will be measured to allow the Department to determine which programs are successful in supporting our youth and providing them with the skills to make positive choices and build better futures.

Through the directed application of appropriate statutes, the Department will strive to reduce all unnecessary and inappropriate emergency detention authorizations. The Department will continue to collaborate with the judiciary, law enforcement, state's attorneys and defense counsel to place only those youth who are appropriate in detention.

Beginning in FY 2003, all youth entering the DJJ system will be screened for their risk to public safety and their individual needs. The assessment will assist the Department in the development of the Treatment Service Plan (TSP) for each youth. Treatment Service Plans will serve as the plan to address the service needs for the youth under our supervision. The Case Manager will review, revise, and implement the TSP as required by the Secretary's Directive SD-E-02-03, entitled *Treatment Service Plan Policy*, revised on September 26, 2002.

All youth released from residential placement will receive Aftercare services. This supervision will assist the youth and their family as he/she transitions home. Supervision will afford the youth the support needed to successfully reintegrate into the community and ultimately prevent recidivism. Enhancements to the program will continue during the next three fiscal years ensuring the needed supportive services are available to youth throughout the state.

Consistent with the provisions of Article 83C, Section 2-115, of the Annotated Code of Maryland, DJJ initiated the Office of Research and Program Development (ORPD) during Fiscal Year 2002 by transferring existing units. However, due to budget constraints and the State hiring freeze, the Office of Research and Program Development has not been fully staffed. An unfunded request will be needed in FY 2004 to reclassify required positions. Once staffed, the

ORPD will be responsible for directing the efforts of three units: Program Development, Grants Management & Administration, and Research.

FY 2004 Unfunded Request

Reclassifying required positions - \$139,637

One purpose of the ORPD is to ensure DJJ programs and services incorporate both process and outcome evaluations. In addition, the ORPD serves as a component of the DJJ organization that ensures that all programs are appropriately developed and properly implemented as planned. This office will also assist the Department in achieving and sustaining results-based management.

Through the ORPD, DJJ will fully implement results-based contracting and Request for Proposals that include outcomes to measure effectiveness. The ORPD will see that funded programs include a strong evaluation component to be completed by an outside independent evaluator. The ORPD will compile statistics and reliable data on all aspects of juvenile programs and will assist in the development of the *Managing for Results* submission.



Restorative Justice Operations

Admissions
Residential Services
Community Justice Supervision

PROGRAM DESCRIPTION:

Restorative Justice Operations is the entity within the Department that focuses on the development, management and delivery of programs and services in the community and in residential care. The scope of the activities undertaken in Restorative Justice Operations encompasses direct involvement with victims, youth and their families and collaboration with families, communities and other agencies to improve outcomes for youth who come to the Department's attention. Restorative Justice Operations units: Residential Services, Admissions, and Community Justice Supervision, underscore the philosophy that youth must be held accountable, must make the victim whole and restore the youth and community. The Restorative Justice Operations Division functions in concert with all components of the Department towards the vision of making every child a self-sufficient adult. The protection of public safety is emphasized in all of the activities undertaken by Restorative Justice Operations.

***Seperate budgets are included under their respective units.*



Restorative Justice Operations

ADMISSIONS

PROGRAM DESCRIPTION:

Admissions is the single point of entry whose purpose is to develop and oversee the systematic screening, assessment, and treatment of youth who come to the attention of the Department. This process is modeled on the Early Periodic Screening Diagnosis and Treatment Program described in Title 42, §1396d(a)(4)(B) of the United States Code and addresses the protection of the public safety by identifying a youth's risk to the community. Needs related to family functioning and the youth's physical health, mental health, substance abuse, educational and vocational needs are also identified. Screening, assessment and evaluation results contribute to the development of a treatment service plan, outlining the youth's placement, designed to provide for the youth in the least restrictive environment. The process begins with the youth's first contact with the system and is reviewed and revised periodically.

	FY 2003 Appropriation	FY 2004 Request	FY 2004 Unfunded	FY 2005 Estimated
Authorized Positions	96.0	110.0	88.0	110.0
Contractual Positions	14.5	14.5		14.5
Total Budget	\$ 12,094,117	\$ 12,195,694	\$ 4,325,427	\$ 12,747,013
General Funds	\$ 10,168,365	\$ 10,506,227	\$ 4,325,427	\$ 11,057,546
Special Funds	\$ 2,000	\$ -		\$ -
Federal Funds	\$ 1,654,058	\$ 1,549,467		\$ 1,549,467
Reimbursable Funds	\$ 269,694	\$ 140,000		\$ 140,000

PROGRAM DEPLOYMENT

The Admissions Division is comprised of two units: Intake and Placement, and Health Care Services.

The Intake and Placement staff complies with established policies and procedures governing the identification of at-risk youth, decision-making processes for Intake, placement in community-based services and the placement of youth in out-of-home programs. In addition, staff track placement efforts, manage specific placement expenditures, and serve as gatekeeper to designated programs.

The Health Care Services Unit (HCSU) identifies, evaluates, and directs appropriate quality somatic health, mental health, substance abuse, and nutrition services to youth who come to the attention of the Department beginning at the Intake process. Additionally, the HCSU sets standards for health care for all residential facilities, monitors compliance, and provides technical assistance to meet standards and correct deficiencies.

Intake and Placement

Departmental admissions practices rely on screening, assessment, and case planning activities to ensure that case decisions for youth are made objectively at three critical points in the system: Intake; Detention; and Court Disposition. The Admissions process informs the development of a Treatment Service Plan (TSP) to ensure it is concise, appropriate, and based on a thorough assessment of the youth's needs. Community Justice Supervision and Residential Services use the information gathered in the Admissions process to plan, reassess, and determine the subsequent delivery of services.

In FY 2003, new procedures governing Intake will be completed. These procedures will establish the method for determining the legal jurisdiction of the youth referred to DJJ consistent with law. The screening process requires that youth referred to DJJ who are arrested and charged with an offense which would be a crime if committed by an adult, are positively identified. The Intake procedures will also address the use of screening and assessment tools that guide case decision-making and identify youth who can be appropriately diverted from the system, placed on informal supervision, or referred to the State's Attorney for formalization of charges. Intake referrals will be monitored throughout FY 2003 for accurate jurisdictional determinations. Based on the review, recommendations for protocol and/or training revisions will be made.

Intake Screening

In 2001, the Department, the Johns Hopkins University (JHU), and the University of Maryland, Bureau of Governmental Research (BGR), began collaborating to better address the needs of the youth served by the Department. The group was subsequently joined by the University of Maryland Department of Psychiatry, the Mental Hygiene Administration, and the Maryland State Department of Education. Led by JHU faculty, the collaborative project developed and tested procedures for screening youth at intake and for linking youth in need of mental health, substance abuse, physical health, educational or family services with these services. Initial funding for the project was a grant awarded to JHU. Continued funding in FY 2003 will be provided by the Department through General Funds.

The results of this collaboration led to the development of a risk and needs screening tool in January 2002. The tool was piloted in February 2002 in three counties and Baltimore City, and by July 2002 was refined and implemented statewide. The risk and needs screening tool documents the youth's potential risk to public safety and the youth's needs for services related to the five life domains of mental health, substance abuse, physical health, education, and family functioning. The screening process includes an assessment of the youth's risk to public safety, a review of the presenting offense and past contacts with the Department and an interview with the youth and parent/guardian. This tool will be evaluated for reliability and validity throughout FY 2003. Beginning in February 2003, based on results of the evaluation, refinements and modifications to the tool will be made and will continue through FY 2004 and 2005 as needed.

To promote efficiency in the process and provide empirical information regarding resource needs, the automation of the risk and needs tools began in March 2002 and will be completed in FY 2003. Training of Intake staff in administering the new Intake screening protocols occurred in April through June 2002 and training in the use of the automated risk and needs tools will be conducted in FY 2003.

Uniform use of the recently developed risk screening process, in conjunction with the detention policy, will guide intake decisions regarding the placement of youth in detention. Secretary's Directive SD-E2220-01-01, entitled *Detention and Shelter Care Policy*, established standard procedures for emergency detention, shelter care authorizations and the use of detention alternatives. It is the

Department's policy to limit detention to those youth who pose a clear risk to public safety. Through the compliance with policy, the Department seeks to reduce the inappropriate use of detention, and increase the use of detention alternatives.

Results of the risk and needs screening will determine the next appropriate step to be taken including, but not limited to, the development of the TSP and referral for services.

Assessment and Diagnosis

When the results of the youth's needs screening indicates the need for further assessment, an in-depth examination of a youth's functioning in one or more of the domain areas will be conducted by a licensed or certified professional. Following adjudication, Case Managers shall reassess the youth's risk to public safety.

In FY 2003, risk and needs assessment tools will be identified or developed. Studies will be conducted on the assessment tools to evaluate reliability and validity throughout FY 2003 and 2004. Based on results, modification to the assessment tools will be made. Training for staff will be provided beginning in January 2003 on the assessment tools and its use in developing Treatment Services Plans in accordance with Secretary's Directive SD-E-02-03, entitled *Treatment Service Plan (TSP) Policy* which was revised in September 2002. The tools and protocols will be integrated into the operations of new Juvenile Justice Centers as they open. A database will be developed and implemented to collect assessment information during the early months of FY 2003.

Treatment and Placement

Treatment and Placement address the delivery of programs and services responsive to the individual's particular needs and level of risk. At Intake, risk screening and assessment results are used to determine the level of intervention that a youth may require. Intake policies established in October 2001 that set forth the conditions necessary for Intake authorized detention have reduced the unnecessary use of detention. Detention decision information has been collected since December 2002 to determine Intake adherence to policy. Trends in the use of detention and secure placement will be routinely identified.

During FY 2003, the Department expanded the availability of detention alternatives for those youth who are not detained and who require additional services. The Community Detention

Program (see Community Justice Supervision) has been enhanced to increase detention alternative capacity. Information will be gathered to determine the ideal configuration of resources and best practices of residential and non-residential programs needed to serve the DJJ population. Screening and assessment information collected will establish the foundation for this determination. The Department has begun and will continue to monitor the use of screening and assessment procedures and the linkages of youth and their families with services.

Recommended post dispositional services are submitted to the court as part of the youth's TSP. The TSP will be presented to the judiciary to be used in rendering informed decisions.

Policies for placing youth in community services and out of home programs are being developed for completion in FY 2003. An essential element includes an automated Certificate of Placement (COP) process and which will provide for the authorization and tracking of all recommended services which will be operational by January 2003. Information gathered through the COP process will yield a more complete profile of resources needed for DJJ youth.

Additional controls exist to ensure that special populations meet the program and agency criteria for placement. All youth recommended for out of state placement must be approved by the Secretary and be presented to the inter-agency State Coordinating Council for review. All youth in DJJ custody and placed in acute care, psychiatric hospitalization with recommendations for placement in Residential Treatment Centers (RTC) are tracked and managed through the Admissions Division. All youth being recommended for placement into specific programs (e.g., Hickey Impact, Hickey Intermediate, Hickey Enhanced, Youth Centers, O'Farrell, etc.) are reviewed to ensure that they meet the admission criteria and are approved for placement.

The placements of all youth in out of home programs for over five months will be reviewed to determine progress of the youth's achievement of the TSP goals and ensure that the youth will remain in placement only as long as is appropriate to address the youth's needs. This placement review is performed in keeping with Federal law, Public Law 96-272, Title IV-B of the Social Security Act, which is designed to protect the rights of the youth and their parents when the youth is in an out of home placement. The Department reviews placement for each additional five months the youth

remains out of home. The court reviews placement of all youth who have been in placement for twelve months.

Health Care Services Unit

The Health Care Services Unit is comprised of four units: Mental Health; Substance Abuse; Somatic Health; and Nutrition.

During the Intake process, a screening for health needs will determine whether further assessment and evaluation is necessary. Based on the results of the screening, the youth will be referred for further assessment as follows: community detention youth will be assessed, evaluated and referred to services as appropriate; detention youth will be assessed, evaluated and treated in the detention center; committed youth who enter the detention facility pending placement will begin to receive health services as determined or as indicated by their TSP; and youth who enter a committed facility will be provided health services as indicated by their TSP.

In FY 2002, the Department identified the need to move beyond nursing services, dietary services, and limited physician services into a more comprehensive health care delivery system. Acting within budget constraints and hiring restrictions, the Department recruited and hired a Health Services Director who has the medical education, training and experience to create and manage a comprehensive health care system for DJJ youth.

The new Director shall establish health services in accordance with the Early Periodic Screening Diagnosis and Treatment Program (EPSDT) requirements at DJJ owned facilities. By December 2002, an inventory of health services in each facility will be completed and an analysis conducted that will detail the services and resources necessary to assure the appropriate provision of health care. A strategic plan was developed and identified the need for additional resources and staff to provide health care services to youth. An unfunded request will be needed in FY 2004 to support this unit.

FY 2004 Unfunded Request

Hiring additional positions - \$4,194,357

In order to create a more effective health care system to address the needs of the youth, the Department identified the need, based on the screenings, assessments and TSPs, to enhance health services for youth in detention. All services delivered will be tracked and reported to the court to assist in adjudication, disposition and decisions for further services. Youth in detention will receive health services that will ultimately benefit them by addressing their previously unmet needs, refocusing their delinquent behavior while preparing the youth to receive services that will prevent further contact with the juvenile justice system. All youth shall receive core preventative services through individual and group counseling addressing anger management, conflict/dispute resolution, problem solving, peer mediation, victim awareness, healthy sexuality, and family counseling. Those youth in need of mental health service intervention shall receive individual and group therapy, medication management, suicide prevention, and individual and group sex offender treatment. Youth in need of substance abuse services, as well as prevention and education, shall receive weekly treatment interventions. All health services shall be provided by licensed and/or certified clinicians.

The Department operates several programs to specifically address youth with substance issues. One of those programs is Meadow Mountain Youth Center. A portion of the staff and operating costs were funded by a grant in FY 2002. In FY 2003 the Department assumed funding for the program. To continue support for this program a request for four positions will be needed in FY 2004.

FY 2004 Unfunded Request

Hiring additional positions - \$131,070

Based on training and hiring needs, the following services will be incrementally implemented in FY 2003 with full implementation occurring in FY 2004. The Department will review and evaluate these services in FY 2005. The following chart summarizes these Health Care Services.

Health Services Model

Mental Health	Substance Abuse	Somatic Health	Nutrition
<p>Each youth who enters a facility will receive (A) preventive services and (B) individualized treatment services based on the results of individual mental health screening and assessments as outlined below:</p> <p>A. Preventive Services</p> <ul style="list-style-type: none"> • Individual Counseling • Group Counseling • Psycho-education Group • Solution-based Group • Family Services • Family Forums • Multiple Family Group • Family Counseling • Trauma-based Group <p>B. Individualized Treatment Services</p> <ul style="list-style-type: none"> • Individual Therapy • Group Therapy • Individual Sex Offender Treatment • Group Sex Offender Treatment • Nursing Education Group • Suicide Prevention Program • Medication Management 	<p>A. Community Justice (Field Services)</p> <p>1. Break the Cycle Early:</p> <ul style="list-style-type: none"> • Area II (Baltimore County) • Area III (Montgomery County) <p>The local substance abuse authority contracts with DJJ in each of the Areas to provide substance abuse treatment for youth that have been court ordered. Services include:</p> <ul style="list-style-type: none"> • Screening • Assessment • Treatment Interventions (individual, group and family intervention, substance abuse prevention education) <p>2. Juvenile Drug Court:</p> <ul style="list-style-type: none"> • Area I – Area V <p>DJJ Youth who volunteer for drug court receive the following:</p> <ul style="list-style-type: none"> • Screening • Assessment • Substance abuse prevention education • Treatment Interventions (individual, group and family intervention) <p>B. Residential Services</p> <p>1. Detention, Pending Placement, Secure and Shelter Care:</p> <ul style="list-style-type: none"> • Screening • Assessment • Referral • Substance abuse prevention education • Treatment Interventions (individual, and group counseling) <p>2. Committed (certified substance abuse outpatient (6 hrs. /wk) or intensive outpatient (9 hrs. /wk) substance abuse treatment within a residential setting)</p> <ul style="list-style-type: none"> • Schaefer House, Waxter, Youth Centers, Cheltenham <p>Services include:</p> <ul style="list-style-type: none"> • Screening • Assessment • Education • Individual Counseling • Group Counseling • Family Intervention and/or Family Counseling • NA/AA Fellowship 	<p>Each youth who enters a facility receives :</p> <ul style="list-style-type: none"> • Licensed Nursing Assessment within 24 hr. period using the Early and Periodic Screening Diagnosis and Treatment (EPSDT) Model • Licensed Physician/Nurse Practitioner history and physical examinations within three (3) days of admission to a facility (if Nursing assessment identified urgent issues, this occurs within twenty-four (24) hours) • Daily sick call • On-call coverage • Pharmaceutical services • Infection control • Dental health • Emergency Care • Testing to include CBC, urinalysis, Syphilis, Gonorrhea, Chlamydia, TB, Hep B, HIV/AIDS (others as indicated) • Immunizations 	<ul style="list-style-type: none"> • Each youth receives three meals and a snack daily. The meals are planned to provide adequate calories and other nutrients in order to comply with standards established by the federal Child Nutrition Program, recommended dietary allowances (RDA=s) for the adolescent population, and Code of Maryland Regulations. • Accountability reviews are performed bi-annually to assure compliance with regulations established by the Child Nutrition Program. • Individualized nutritional assessment and meal planning is provided by a registered dietitian for youth with special medical nutrition needs. • Individual nutrition counseling and nutrition education is provided as needed and ordered by the Department of Juvenile Justice medical authority. • New nutrition education programming is being developed to target obesity and diabetes prevention in the adolescent population

To assure continuity of care, youth with identified health needs who are released from DJJ facilities will be referred to programs and services to meet their ongoing health care needs. During FY 2003 and FY 2004, facility staff will be educated on the scope of these health services and their attendant responsibilities. In FY 2003, health service linkages will be identified in each community to which youth who do not have a primary care provider can be referred for follow-up services. In FY 2003, the Department will explore external funding options to create additional opportunities to deliver health care services to DJJ youth.

Restorative Justice Operations
RESIDENTIAL SERVICES

PROGRAM DESCRIPTION: Residential Services supervises residential facilities and their programs for youth detained or committed by the court. Its operations promote the continuity of integrated case management throughout the continuum of programs, services, care and custody, based on a youth's level of risk and need. The facilities and programs administered by this unit provide a wide range of services which include: screening, counseling, education, vocational enhancement, health services and recreational activities. Residential Services also provides secure transports of youth between facilities and court.

	FY 2003 Appropriation	FY 2004 Request	FY 2004 Unfunded	FY 2005 Estimated
Authorized Positions	825.7	843.7	111.0	954.7
Contractual Positions	52.2	52.2		52.2
Total Budget	\$ 73,514,279	\$ 74,199,929	\$ 4,103,336	\$ 81,130,202
General Funds	\$ 68,753,862	\$ 70,673,425	\$ 4,103,336	\$ 77,603,698
Special Funds	\$ 141,000	\$ 192,000		\$ 192,000
Federal Funds	\$ 2,303,323	\$ 2,134,505		\$ 2,134,505
Reimbursable Funds	\$ 2,316,094	\$ 1,199,999		\$ 1,199,999

PROGRAM DEPLOYMENT

The Residential Services Division is responsible for the care and custody of youth in state owned/state operated facilities and state owned/private operated residential facilities, and for providing education and transportation of these youth. These facilities provide residential services for two distinct populations: youth who are detained and youth who have been committed to the Department for placement in a facility. Additionally the Department provides shelter care in accordance with statute.

Facility	State operated/Private operated	Detention-Counties Served	Shelter-Counties Served	Committed-Counties Served
Baltimore City Juvenile Justice Center *	State operated	Baltimore City	N/A	N/A
Cheltenham Youth Facility	State operated	Statewide	Statewide	Statewide
J. DeWeese Carter Center	State operated	Eastern Shore	N/A	Eastern Shore
Alfred D. Noyes Center	State operated	Montgomery, Howard, Allegany, Garrett, Washington, Frederick and Anne Arundel	N/A	Montgomery, Howard, Allegany, Garrett, Washington, Frederick and Anne Arundel
Thomas J.S. Waxter Center	State operated	Statewide	N/A	Statewide
Thomas J. O'Farrell Youth Center	Private operated	N/A	N/A	Statewide
Charles H. Hickey, Jr. School	Private operated	Baltimore County, Carroll, Harford	N/A	Statewide
Maryland Youth Residence Center	State operated	N/A	Baltimore City, Baltimore County, Frederick, Howard, Carroll, and Washington	Statewide
Western Maryland Juvenile Justice Center*	State operated	Allegany, Garrett, Washington, Frederick	N/A	N/A
Lower Eastern Shore Juvenile Justice Center*	State operated	Talbot, Dorchester, Worcester, Wicomico, Somerset,	N/A	N/A
Youth Centers	State operated	N/A	N/A	Statewide
Washington County Holdover,	State operated	Allegany, Garrett, Washington, Frederick	N/A	N/A
Victor Cullen Academy	Private operated	N/A	N/A	Statewide
William Donald Schaefer House	State operated	N/A	N/A	Statewide
Mt. Clare House	Private operated	N/A	N/A	Statewide

* Facility to open.
, Facility to close.

In FY 2003, through the initiation of regionalization, the Department shifted its focus to detain youth in the facilities nearest their homes. This facilitates family involvement, and improves opportunities for DJJ staff and other professionals to participate in service planning and provision in the facility and the community. In FY 2004 and 2005, the Department will complete the statewide regionalization of programs and will explore the option of a greater dialogue with service providers within regional areas.

Residential Facility Standards

As mandated by statute, the Department established the *Maryland Standards for Juvenile Detention Facilities* on November 1, 2000 as a benchmark for excellence in juvenile detention. These standards ensure: the protection of the public; the provision of a safe, humane, caring environment for youth and staff; and access to required services for youth. During FY 2003, the Department reviewed the standards and made amendments as appropriate. To comply with newly enacted legislation, the *Maryland Standards for Juvenile Detention Facilities* will be placed in COMAR in FY 2003. In FY 2004 and FY 2005, the Department will review the current detention standards and any related policies to ensure their continued conformity with state and federal law, regulation, departmental policy and practice, and the changing needs of the youth population.

To ensure full compliance, each Facility Administrator is required to properly implement the detention standards. Each detention Facility Administrator is required to track and monitor adherence to the standards and, when necessary, develop corrective action plans. Based on these corrective action plans, departmental policies may be reviewed and amended as needed. Additionally, in FY 2003 quality assurance inspections were conducted by both internal staff and independent agencies to ensure that detention facilities are providing the services as required by the standards. All residential staff shall receive instruction on the detention standards as part of entry-level and mandated annual in-service training. Additional staff and resources will be needed to ensure quality adherence to these standards. Lastly, the Office of the Independent Juvenile Justice Monitor uses the standards to determine whether youth are safe and are humanely and properly served.

As required by the standards, each detention facility conducts an annual staffing analysis for both direct care and support services. Section 5.1.3 of the *Maryland Standards for Juvenile Detention Facilities* states:

“Staffing arrangements shall aim to provide a safe, humane, and caring environment. Youth to staff ratios developed by the Department shall ensure adequate supervision of youth. The allocation, deployment and assignment of resources/personnel to each facility shall be based on: 1. the budgeted population operating capacity; 2. the level of risk and needs of the population; 3. facility programs and services; and 4. physical plant architecture. Staff to youth ratios shall not be generalized, but rather based on facility design and age, activity and program level and other related factors.”

Based on the staffing analysis, the Department will request funding and positions for each facility in order to establish appropriate staffing requirements. In FY 2003, the Department completed staffing plans to include licensed social workers as institutional case management supervisors. An unfunded request will be needed in FY 2004 to hire additional staff.

FY 2004 Unfunded Request Hiring additional Social Workers - \$454,525

The Department has reviewed national standards and best practices for operating committed facilities in preparation for the development of standards for juvenile committed facilities. By the end of FY 2003, a committee will be established to draft the committed standards, and develop action and quality assurance plans for compliance with standards. By the end of FY 2004, the standards for committed facilities will be implemented in DJJ state-owned and operated or state-owned and privately operated facilities. Once the standards for committed facilities are developed, training and quality assurance inspections will be conducted. In FY 2005, all residential staff shall receive instruction on the committed standards as part of entry-level and mandated annual in-service training. The Department anticipates a fiscal impact in order to meet the new standards.

Detention and Shelter Care Policy

In accordance with Secretary's Directive SD-E2220-01-01, entitled *Detention and Shelter Care Policy*, it is the policy of the Department to limit detention to those youth who pose a clear risk to public safety and to limit shelter care to youth who require temporary out of home placement for their personal safety, or because there are no parents, guardian,

custodian, or other responsible people available to provide twenty-four hour supervision and care for a youth and to guarantee a youth's return to court when required. In FY 2004, Residential Services will continue to review all admissions to ensure proper detention and shelter care placement. A formal report will be submitted to include recommendations designed to improve adherence to the policy.

Classification Levels

In FY 2003, the Department finished drafting and is now finalizing the *Residential Facility Classification: Levels of Custody and Residential Programs Guide* which will define the level of custody and classification of residential programs. The guide will contain admission criteria for secure detention and secure committed programs, and descriptions of program types. The guide will also include the classification of facility programs, descriptions of targeted populations and program outcomes. Ultimately, this guide will clarify where youth, after risk assessment, will be assigned. During FY 2004 and FY 2005, the Department will review the extent to which there is an adequate range of facilities to ensure public safety and meet the needs of the youth.

Institutional Case Management

The Department has developed the *Institutional Case Management Manual* that serves as the guide for case management service delivery to youth in residential programs. The manual contains standard operating procedures and updated universal job responsibilities for both detention and committed facilities. In FY 2003, to support the implementation of this manual, the Department is drafting a Secretary's Directive on case management in both detention and committed facilities. Case Managers receive annual in-service training and are responsible for adhering to the provisions stated in the case management manual. During FY 2004 a formal assessment will be carried out by the Division of Residential Services to determine departmental compliance with the *Institutional Case Management* objectives.

Treatment Service Plan Implementation

Over and above the provision of a safe, humane, caring environment, the Department shall ensure that all youth in residential care have access to services that are required to treat or meet their individual needs. To ensure such services are provided to each youth, based on their needs, a service plan is developed.

Secretary's Directive SD-E-02-03, entitled *Individualized Service Plan Policy*, was developed and approved effective January 31, 2002. The policy directs the use of the format and establishes guidelines for case management practices according to COMAR. The policy also establishes the Case Manager Supervisor's responsibilities in terms of adherence to protocols. The Department requires a Case Manager to complete a service plan for all youth who have been detained pending adjudication or placement. The service plan also forms the parameters for the development of an Aftercare plan for youth while in placement. Annual reviews of the implementation of the directive will be conducted by Residential Services Division to ensure that institutional case managers are adhering to the policy. The directive was modified in September 2002 to conform to Maryland State law, which requires the Department to implement service plans within 25 days of disposition. The directive also modified the name of the plan from Individualized Service Plan (ISP) to Treatment Service Plan (TSP) to reflect the changes in law.

Intensive Aftercare

In FY 2003, the Department, in consultation with Dr. David Altschuler of Johns Hopkins Institute for Policy Studies, and the University of Maryland's Bureau of Governmental Research, created the *Aftercare Strategy*. This model incorporates a set of standard operating procedures which establish guidelines for integrated case management delivery and collaboration between the Institutional Case Manager and the Community Justice Case Manager in providing services to youth. The goal of Aftercare is to prepare youth for community re-entry through collaborative interventions that begin in the out of home placement. The current policy requires case management teams, which includes Residential, Community Justice Case Managers and other involved parties, to complete an Aftercare plan for all youth in residential placement. The team will finalize a revised aftercare education and service plan and confirm living arrangements, school placement, and access to community treatment or service referrals prior to release.

In order to implement the *Aftercare Strategy*, the Department modified juvenile counselor's job duties and responsibilities at the facilities and changed the job series title to Institutional Case Managers. These staff will ensure all assessments are completed, are the primary service provider in detention programs, complete and implement the TSP, and initiate discharge planning of committed youth while collabo-

rating with the Community Justice Case Manager. A Director of Case Management was hired to develop policies and directives, train case managers and supervisors, and monitor implementation of the Institutional Case Management Policy. In FY 2003, training of Institutional Case Managers will begin on the *Aftercare Strategy*.

Facility Health Care

Health services (i.e., somatic health, mental health, substance abuse, and dietary) are coordinated and managed by the Health Care Services Unit in the Admissions Division. Upon admission to a residential facility, each youth receives a somatic health assessment and mental health assessment which includes a substance abuse screening.

Educational Services

The Department is committed to providing a quality education to youth admitted to all residential facilities. In FY 2003, the Educational Services Unit standardized the school schedule, school calendar, Teacher Handbook, Observation of Instruction protocols, teacher lesson plans, and staff development activities to enhance and improve the instructional program. By FY 2003, the Unit will have a standardized curriculum with materials for students who have completed their high school requirements or who have received a GED certificate.

Beginning in FY 2003, to ensure a quality education, each youth is given an educational assessment, Wide Range Achievement Test (WRAT), within 72 hours of admission to a juvenile facility to determine their educational placement level. Based on the assessment results, as well as information received from the local school systems, a comprehensive educational program addressing individual learning styles and special education needs will be provided to every resident.

A Personal Education Plan (PEP) shall be developed and implemented for every youth admitted to a residential facility. In those cases where potential special education needs are suspected, an Individualized Education Plan (IEP) team will conduct a full and individual evaluation to determine the educational needs of the youth. Following the team meeting, an IEP shall be implemented and, when necessary, developed for all identified special education eligible youth.

In FY 2003, DJJ implemented a standardized education curriculum for detention aligned with Maryland's core learning goals and outcomes and approved by the Maryland State Department of Education (MSDE). In FY 2004, the standardized curriculum will be enhanced to include a vocational and functional life skills training component for all youth in committed care. Staff will provide instruction using innovative techniques and will encourage the use of technology, as appropriate, to improve learning. All youth will be provided hands-on computer learning and vocational exploratory experiences utilizing current computer technology, an improved and enhanced curriculum, and qualified/effective teaching staff. All education staff will receive staff development and training to promote best practices and current trends.

By implementing a standardized education curriculum based on each youth's particular needs, the educational levels of youth in committed residential care are expected to increase by one year for every four months of instruction. Data will be collected to verify these results and is a part of MSDE's Monitoring for Continuous Improvement and Results Process.

In FY 2003, evaluation protocols were implemented to ensure that youth receive an appropriate education as required by State and Federal laws as well as departmental policy. Additionally, quality assurance monitoring is conducted quarterly to ensure that the educational services are aligned with Maryland's core learning goals and learning outcomes. The Department will ensure that sufficient and appropriate staff, materials, supplies, equipment, and accommodations are available.

The Department will collaborate with the local school systems in order to ensure that a continuum of educational services are provided to youth while in the care and custody of the Department as well as facilitate the smooth transition of students in and out of DJJ facilities and public schools. The Department will work with all local school systems to establish transition teams. Currently, seventeen teams are in place. The remaining seven local school systems shall be in place by the end of FY 2003.

Transportation

The Department has established standard operating procedures for appropriate staffing during the transport, escort and supervision of juveniles. The Department conducts regular

reviews to determine the efficiency of standard operating procedures, resulting in modifications as needed.

Facility Modification

The Department is moving toward smaller, regionalized services and facilities based upon a twenty-four bed model, single-room occupancy, and normative environment for identified youth who present a public safety risk. The Department also seeks to create facilities for special populations (e.g., mental health, gender specific). Two twenty-four bed Juvenile Justice Centers for the assessment and detention of youth will open during the next two fiscal years. In FY 2003, the Department will open the Western Maryland Juvenile Justice Center and in FY 2004, the Lower Eastern Shore Juvenile Justice Center will open. An unfunded request will be needed in FY 2004 to hire additional staff.

FY 2004 Unfunded Request

Hiring additional personnel to appropriately staff the three new Juvenile Justice Centers - \$3,648,811

Cheltenham Youth Facility (CYF) will be reconfigured as a regional Juvenile Justice Center to address the needs of Southern Maryland youth. Due to budget constraints, the redevelopment of CYF has been postponed. Despite this postponement, the Department will only utilize 48 detention beds and 36 shelter care beds at CYF in accordance with legislative mandate.

The Victor Cullen Academy was depopulated and closed in April 2002 and the contract with Correctional Services Corporation was terminated early. The Department is in the process of developing a new program to serve youth with a primary diagnosis of being emotionally disturbed and/or substance abusing.

The current Request For Proposal (RFP) allows the prospective service provider the option of utilizing up to forty-eight beds on the grounds of the Victor Cullen Academy for a mental health and substance abuse treatment program and up to sixteen beds for a structured shelter care program. The service provider will also have the option of locating a portion or all of the above referenced beds in a location other than the Victor Cullen Academy. The Department expects that

a majority of the beds will be located on the grounds of the Victor Cullen Academy.

The Department published the Request for Proposal on August 6, 2002, and held a pre-proposal conference on August 20, 2002. Proposals were due October 31, 2002. Subsequently, the Department hosted a two day proposal review on November 7 and 8, 2002. Future use of this facility is contingent upon selection and final approval of the program contract.

Restorative Justice Operations
COMMUNITY JUSTICE

PROGRAM DESCRIPTION: Community Justice Supervision provides twenty-four hour Intake, Probation, Aftercare and Community Detention programs in each of the twenty-four jurisdictions of the State for youth under the jurisdiction of the Department and services as appropriate to those youth and their families. As part of its supervision and treatment services, Community Justice Supervision is responsible for the collection of cash restitution, the monitoring of community reparation, and the collaboration with other agencies in linking youth and their families to resources in the community.

	FY 2003 Appropriation	FY 2004 Request	FY 2004 Unfunded	FY 2005 Estimated
Authorized Positions	877.5	850.5	93.0	943.5
Contractual Positions	50.7	50.7	-	50.7
Total Budget	\$ 86,463,663	\$ 86,700,649	\$ 9,648,466	\$ 99,385,302
General Funds	\$ 74,185,518	\$ 75,904,672	\$ 9,648,466	\$ 88,589,325
Special Funds	\$ -	\$ -		\$ -
Federal Funds	\$ 10,691,203	\$ 10,711,697		\$ 10,711,697
Reimbursable Funds	\$ 1,586,942	\$ 84,280		\$ 84,280

PROGRAM DEPLOYMENT

To ensure appropriate service delivery, all Community Justice youth and their families will be assessed (see Admissions) and receive adequate treatment and care while under the jurisdiction of the Department. Youth and families will be referred to services based on identified risk/need. All adjudicated youth will have Treatment Service Plans (TSP) developed according to DJJ policy. To ensure public safety, the Department is instituting an Integrated Case Management System. Essentially, case management supervision will be enhanced for informal, probation, and aftercare youth by reducing caseload ratios and increasing the quality of youth contacts. An automated Case Management Recording System (CMRS) has been developed to allow case managers to manage their caseloads in a more efficient manner. Evening reporting activities will be utilized where appropriate as detention alternatives to ensure structured community supervision. To increase accountability, youth will be held responsible for their behavior with a standard system of graduated responses. Additionally, community service programs and the restitution collection process will be enhanced to support victim reparation.

The Office of Community Resource Development (OCD) is crucial to the support of an Integrated Case Management System. The OCD has expanded its outreach functions to develop community based resources that support the needs of the Integrated Case Management System. Use of a fully developed Integrated Case Management System will ensure a responsive service delivery system that includes a continuum of treatment and supervision for youth from pre-intake diversion and detention while awaiting adjudication, to supervision assignment, residential placement, and aftercare.

Treatment Service Plan (TSP)

In FY 2002, the Department developed a Treatment Service Plan (TSP) format in consultation with the University of Maryland Bureau of Governmental Research (BGR) and the Johns Hopkins University (JHU). The TSP format contains elements essential for documenting services in five major domain areas: education; mental health; somatic health; substance abuse; and family functioning. The TSP also captures data pertaining to assessments, violations and sanctions, and supervision requirements. Essentially, the TSP serves as a case management guide for service referral and youth accountability.

A Secretary's Directive SD-E-02-03, entitled *Individualized Service Plan (ISP) Policy*, became effective January 31, 2002. The directive was modified in September 2002 to conform to Maryland State law, which requires the Department to implement service plans within 25 days of disposition. The directive also modified the name of the plan from ISP to TSP to reflect the changes in law, directed the use of the aforementioned TSP format, established guidelines for case management practices according to COMAR, and established management's responsibilities with respect to TSP protocols. The Department provided statewide implementation and training for direct care staff for the new TSP format and policy during FY 2002, and will continue training as needed through FY 2003, FY 2004, and FY 2005.

Case managers are currently entering TSP data into the Department's client based tracking system, Automated Statewide Support and Information System Tools (ASSIST). Specifically, a TSP form was created for the ASSIST program in FY 2002. The TSP form in ASSIST is able to store data relevant to individual cases, however, it does not allow for aggregating the TSP data for analysis. Therefore, in FY 2003, the Department intends to develop a web-enabled (Intranet) TSP program that will serve as a case management guide for service referral and youth accountability. In FY 2004, planning and development will begin that will allow the web-enabled TSP to be interfaced with the Central Service Repository (CSR), which is a database of service provider resources. By FY 2005, the Department will begin the implementation of the web-enabled system.

Classification System for Adjudicated Youth

In FY 2002, a committee of DJJ personnel and BGR consultants convened and established a classification system to determine supervision status and level of care for adjudicated youth. The *Classification Assessment Tool for Adjudicated Youth* will help guide classification, placement, and case management decisions about youth after they have been found delinquent. This tool will also assist court decision making prior to a delinquency hearing. Essentially, the new assessment protocols are intended to provide a systematic, unbiased, and valid means for assessing a youth's risk to public safety.

In FY 2003, the Information and Technology (IT) Unit will automate the tool and will post it on the Department's Intranet. Upon completion of the automation, designated staff will be trained incrementally on the use of the tool

through the end of FY 2003. Designated staff will begin implementing the tool once trained. The University of Maryland's Bureau of Governmental Research will evaluate the implementation of the Classification Assessment Tool through FY 2003 and FY 2004.

Case Management Recording System

Beginning in FY 2003, BGR and IT began collaborating to develop a new automated case tracking program. The new web-based program, *Case Management Recording System (CMRS)*, has been designed to replace hand written case notes, record a youth's change in status, permit staff and supervisors to generate reports on specific youth, and aggregate information on all youth on a caseload over time. Additionally, Case Managers will no longer need to complete monthly statistical reports.

In November 2002, the Department will be pilot testing the program with Intensive Aftercare Program (IAP) teams from Baltimore County and Montgomery County. In FY 2003, the Department will expand the use of the program to all IAP teams. Ultimately, all Case Managers, regardless of their supervision responsibilities, will be using this program to manage their caseloads. By the end of 2004, the Department intends to have this program fully operational.

IAP teams in Montgomery and Baltimore County were trained to use hard copied case recording forms which served as the basis for the development of the CMRS automated program. These IAP teams will be the first group trained to use the new CMRS automated program.

Case Management Supervision

Informal Supervision

In FY 2002, in consultation with BGR, the Department drafted protocols outlining informal supervision levels of care and case management responsibilities within a new "Community Supervision Model." Currently, informal supervision youth are being managed by Case Managers with multiple case management responsibilities. Based on the new "Community Supervision Model," DJJ Case Managers will work exclusively with informal supervision youth in providing direct care service at a 1:50 caseload ratio which requires hiring additional Case Managers and Case Manager Supervisors. By FY 2004, the aforementioned program will be in an early implementation stage with full implementation by the

end of FY 2005. Policies will be developed reflecting the new program guidelines by the time of implementation.

FY 2004 Unfunded Request

Hiring Case Managers and Case Manager Supervisors - \$1,997,387

In FY 2004, to implement this new management of informal supervision youth, the Department will utilize existing staff in select jurisdictions to establish caseload ratios of 1:50. Initially, Intake Officers and existing Case Managers will serve as the exclusive supervision agents for informal supervision youth. In FY 2005, with an increase in resources, new Case Managers will be deployed statewide to work exclusively with informal supervision youth. Through these efforts, the Department anticipates a reduction in the number of informal supervision youth who penetrate deeper into the system by FY 2005.

Formal Supervision (Probation)

In FY 2002, in consultation with BGR, the Department also established protocols outlining case management responsibilities in the new "Community Supervision Model" for the formal supervision of youth. As is the case with informal supervision, Case Managers currently have multiple case management responsibilities. The new "Community Supervision Model" includes standard operating procedures that specify case manager and supervisor requirements and expectations for working exclusively with probation youth.

Based on the new model, all youth on probation with high needs/risks will be supervised by teams at a 2:30 case ratio which requires hiring additional Case Managers and Case Manager Supervisors. Additionally, those youth with moderate to low needs/risks will be supervised by individual case managers at a 1:30 case ratio. Beginning in FY 2004, in select jurisdictions designated Case Managers will be assigned to work exclusively with formal supervision youth. In FY 2005, with increased resources, this will expand to include all DJJ jurisdictions.

FY 2004 Unfunded Request

Hiring Case Managers and Case Manager Supervisors - \$242,030

Aftercare Supervision

In FY 2001, the Department created an Intensive Aftercare Program (IAP) in consultation with Dr. David Altschuler from JHU, and BGR to enhance aftercare services. In FY 2002, the Department established policies to support the development of this program.

The IAP emphasizes intensive supervision for high-risk youth committed to the Department. Aftercare planning and service delivery begins immediately when a youth is court-ordered to a residential facility. A team approach is adopted and wrap-around services are provided by Intensive Aftercare Case Managers with unique roles and responsibilities. A master's level clinician, Family Interventionist Specialist (FIS), provides clinical support for youth and their families. Intensive Aftercare teams work non-traditional hours, including evenings and weekends, and work in collaboration with community service providers in providing optimum service. Youth released from a residential facility are supervised through intense monitoring at home, at school, and in the community. At a minimum, aftercare teams operate at a 2:30 caseload ratio.

The IAP relies heavily on an assessment tool to guide placement type and service delivery. Treatment Service Plans (TSP) are developed for each youth prior to admission into a residential program. TSPs guide referrals for resources in five domain areas (education, mental health, somatic health, substance abuse, and family functioning). TSPs are updated periodically and adjusted according to a youth's response to service delivery, both in the residential facility and upon release to the community. In addition to collaborating with community service providers, Intensive Aftercare teams work in tandem with other DJJ initiatives such as HotSpots and Spotlight on Schools.

In March 2001, the Intensive Aftercare Program pilot was initiated in Baltimore City and Wicomico County. The program was expanded to nine other counties in September 2001. In FY 2003, mental health clinicians were trained and deployed to provide collateral service to youth and their families identified for the IAP.

The BGR is conducting an evaluation of the IAP with support from the Department. Funding for this evaluation is provided by both state and Federal Funds. As part of the evaluation, they have developed forms to record key information on case management activities and the progress and outcomes of IAP youth. As of October 2002, the forms have been automated by IT as a web-based program. The program, CMRS, has been developed to allow Case Managers a more effective and efficient way to manage their caseloads. Additionally, this program will replace current Department reporting procedures.

The development of standard operating procedures, policies, and training protocols for supervising low to moderate risk aftercare youth will begin during the latter part of FY 2003. An unfunded request will be needed in FY 2004 to ensure that all aftercare youth will be supervised by case management teams.

FY 2004 Unfunded Request

Hiring Case Managers and Case Manager Supervisors - \$5,592,820

Community Detention

In FY 2003, the Department began the Community Detention Intake Placement Program that serves as a detention alternative to provide intensive supervision and surveillance services to youth in their home or in a surrogate home. The program supervises youth for the periods between the Intake decision to authorize detention through subsequent court appearances up to adjudication as permitted under Courts and Judicial Proceedings Article §3-8A-15. In FY 2002 the Department received a grant to expand Community Detention. In FY 2003 the grant ended and the Department sustained funding for six positions. An unfunded request will be needed in FY 2004 for these six positions. By FY 2005, the CD program capacity will be expanded to an average daily statewide population of 700.

FY 2004 Unfunded Request

Hiring additional Community Detention staff
- \$375,327

Graduated Responses

In FY 2002, the Department developed, with assistance from JHU and BGR, the *Community Justice Supervision System* which defines the requirements/expectations and incentives for all youth under the jurisdiction of the Department. The system identifies protocols based on the different supervision status levels which are tied to the risk and needs of a particular youth. For example, youth supervised in high intensity aftercare status have substantially more requirements than youth on intensive probation supervision or 90 day informal supervision. This system also defines sanctions for failing to adhere to court stipulations and TSP recommendations, and rewards and incentives for positive behavior.

In FY 2003, an aftercare policy directive which includes reference to this new system of graduated responses will be established. Currently, this system of expectations/requirements and graduated responses is being piloted with the IAP. By the end of FY 2004, this system will be piloted with informal and probation supervision. BGR is evaluating the effectiveness of the sanctions and rewards system and will recommend amendments as necessary through FY 2004 and 2005.

Community Service Programs

A variety of community service programs are currently in operation across the state. Some of the programs are highly organized and well established. Some of the programs, however, do not have formal standards in place that determine the level of community service to be assigned and where youth should complete the assigned hours. To help fill these gaps, in FY 2002 the Department developed standard operating procedures, in conjunction with BGR that delineates how youth are assigned hours. All informal supervision or adjudicated youth are required to complete community service hours in proportion to the level of harm caused by a youth's delinquent behavior.

In FY 2003, policies, standard operating procedures and training will be developed to support the use of this model. In FY 2004, the model will be ready for pilot implementation in Prince George's County. An unfunded request will be needed in FY 2004 to support additional resources and staff essential to statewide implementation. With these additional resources, all DJJ regional areas should have programs operational by the end of FY 2005. Once implemented, BGR will begin to evaluate the effectiveness of the program and the data collection process in FY 2005.

FY 2004 Unfunded Request

Hiring Case Managers - \$1,440,901

Confinement Review Unit

In FY 2003, the Department began planning for a Confinement Review Unit (CRU) to facilitate the placement of youth in detention pending adjudication or pending placement in a committed facility. The CRU's primary responsibility will be to expedite the placement of committed youth, or expedite the return of a youth to their respective communities through developing, modifying, and/or implementing Treatment Service Plans (TSP). The CRU will be managed by a Coordinator and Assistant Coordinator and will consist of a social worker and case manager performing the duties outlined in established standard operating procedures that will be finalized by December 2002. By January 2003, CRU teams will be positioned at the Charles H. Hickey, Jr. School, Cheltenham Youth Facility, Noyes Children's Center, the Waxter Children's Center, and the Baltimore City Juvenile Justice Center. These teams will form a relationship with the local Court, the Office of the Public Defender, State's Attorneys Offices, and local community based agencies in expediting the placement of youth.

In FY 2004, the CRU will expand beyond working with youth in detention or committed facilities to work with pre-detained or pre-placed youth. Placement planning will begin following an emergency detention hearing or following a pre-placement meeting where recommendations are made for placement. The goal of the CRU will be to reduce the inappropriate and unnecessary use of detention, to reduce the length of stay for committed youth, and to ensure that youth are treated in the least restrictive setting while maintaining the safety of the community. Again, collaboration will exist between the Courts, the State's Attorneys Offices, the Office of the Public Defender, and local community based agencies to ensure that youth receive services in the least restrictive environment while identified needs are addressed.

A client-based tracking system will be established to support the CRU activities and to ensure management of expenditures, verification of placement and continuous placement review. The system will generate a Certificate of Placement

(COP) authorizing placement for each youth entering residential care. The CRU will also review those youth in placement who exceed their anticipated length of stay or within six months, whichever is sooner.

By FY 2005, a CRU team will be deployed at a local office within all five DJJ regional Areas and at the aforementioned detention or committed facilities.

Restitution Collection Process

In FY 2002, a training curriculum was developed and implemented to clarify the law in Maryland governing the collection of restitution. This was done to ensure that the department's restitution policy would be consistently and effectively applied. This curriculum has become a part of the required training for all Community Justice staff.

In FY 2003 through 2005, the Department will work to increase the amount of restitution collected and will work closely with the State of Maryland Central Collection Unit (CCU) to expedite the referral of delinquent restitution accounts. In addition, the Department participates, with the Maryland State Board of Victim Services, in a statewide task force on restitution laws and collection practices.

Office of Community Resource Development (OCRD)

The Office of Community Resource Development forms effective alliances and brings together stakeholders and services to support the goals and objectives of Community Justice Supervision. The OCRD provides public education regarding departmental functions and victim services; coordinates special events; promotes and supports community and governmental agency events; recruits volunteers; develops corporate sponsorships and faith-based partnerships; and identifies and utilizes community resources and program development to support youth and their families.

In FY 2003, OCRD will engage in networking activities targeted at developing additional relationships with faith and community based resource providers and ensuring that each provider is aware of the resource needs of DJJ youth and the expected performance outcomes. DJJ is collaborating with the Governor's Office of Crime Control and Prevention (GOCCP) Faith-Based Initiative to accelerate this process by sharing contact information. The resource providers gained through the networking will be added to a

resource database and used by the case managers to identify specific community based services appropriate to meet the needs of the youth and family.

In FY 2002, OCRD established a resource database of community-based and faith-based service providers that became a part of a Central Service Repository (CSR). The OCRD portion of the CSR matches individual youth and family needs to available treatment/services nearest the youth's residence. Additionally, resource information that supports and assists family functioning is also included. During FY 2003 through FY 2005, the Department will expand the CSR to capture the community capacity of available statewide resources. In FY 2003, OCRD staff, supplemented by Community Justice staff, will continue to collect and verify service resources, and complete resource fact sheets and site visits on a state-wide basis. In October 2002, OCRD received a grant from the Family League of Baltimore City, Inc. to fund a Resource Program Specialist position to gather and verify the service resources in Baltimore City. In FY 2004, the Department will explore the option to seek alternative funding sources to sustain this position. The CSR has been available on the Department's Intranet since FY 2003 and is accessible statewide to Community Justice Case Managers and Resource Coordinators. OCRD has requested an additional data entry position to ensure that all resources are identified, verified, and entered into the CSR database. However, due to current budget constraints and the hiring freeze, OCRD has adapted by using temporary data entry staff to complete the work.

OCRD has found a demand by community organizations exists for information about how to work with DJJ and its youth. Technical assistance is currently offered or provided to potential service providers by the OCRD. Because of numerous community and faith-based requests for technical assistance, a brochure with guidelines for non-residential community resources was developed in FY 2003 and published for distribution. In FY 2004, this brochure will continue to be distributed and serve as another method by which OCRD can inform potential and existing community based service providers of the elements of quality program and service standards.

To adhere to legislative mandates regarding victim services, the position of Director of Victim Services was added to the OCRD in FY 2002. The Director assists and supports victims of crime in an effort to protect their rights and provide assistance when needed. Additionally, the Director develops

and provides the training to Community Justice Case Managers and conveys the laws and protocol for the collection of victim restitution. In FY 2003, a Victim's Services Policy was developed to direct DJJ's compliance with the laws to protect victims' rights. This draft policy is currently in the review process.

The Speaker's Bureau, supervised by the Director of Victim Services, is a group of dedicated DJJ employees who have volunteered to appear at public events and community meetings to address interested groups. These volunteers develop and enhance community networking opportunities through outreach events and speaking engagements. Community networking also involves the distribution of information, printed materials, and promotional items.

The Corporate and Small Business Alliance (CSBA) Program was established to provide job and apprenticeship opportunities for youth under community justice supervision. The skill development and employment of DJJ youth is a critical element in fulfilling the Vision of the Department. The CSBA established and implemented protocols to increase the acquisition of jobs and apprenticeship opportunities for DJJ youth. In FY 2003, the publication and distribution of job and apprenticeship information to Case Managers is now available on the Department's Intranet. In FY 2003, OCRD developed a Job Readiness Training curriculum and delivered it to case managers to use in preparing youth for jobs and apprenticeships. In addition, the CSBA solicits and receives sponsorships, material donations, and in-kind services to be used as rewards as part of the *Community Justice Supervision System* of graduated responses. The CSBA partnerships also provide mentors for youth through Volunteer Services. A database is being developed that will include information on all partners involved in the CSBA program.

The Department receives federal funding from the National Service Corporation to fund the Foster Grandparent Program. This program provides opportunities for persons age sixty and over to assist children and youth with special and exceptional needs involved in the juvenile justice system. The OCRD provides training and necessary skill preparation to those volunteers. The Foster Grandparents have the opportunity to participate in seminars, workshops and in-service training relative to their work. In addition, they have daily interaction with DJJ staff and youth in order to support youth and their families to ultimately reduce further

contact with the juvenile justice system. The Department will continue to apply for these funds in FY 2004 and 2005.

In FY 2003, Secretary's Directive SD-E4710-02-01, entitled *Volunteer Services Policy* was established. This program, as well as the Foster Grandparent Program, contributes supportive services to the Integrated Case Management workforce. OCRD will continue to aggressively market and recruit these programs to increase the number of volunteers in FY 2004 and 2005. This will be accomplished by updating program brochures and enhancing cooperative relationships with colleges, universities, and senior organizations. In FY 2003, the OCRD enhanced the training curriculum for volunteers, student interns, mentors and Foster Grandparents. Volunteer Services and the Foster Grandparent program data is collected for the generation of monthly reports and evaluation. Additionally, student interns complete an exit narrative to report their experiences working with DJJ staff and youth that provides data for improvements and innovations, identifies service gaps, and provides any other information considered beneficial to the Department in the evaluation of its practices.

The OCRD is also responsible for departmental events such as Employee Appreciation, conferences, the Maryland Charity Campaign, Volunteer Appreciation, Foster Grandparent Recognition, the State Fair and the Maryland Association of Counties Conferences. In FY 2003, Secretary's Directive SD-E4710-02-02, entitled *Employee Recognition and Innovation Program Policy*, was established. The OCRD will continue to be a creative and innovative source for providing information and communication, and for increasing the number of network contacts to enhance and support partnerships crucial to the Restorative Justice Integrated Case Management system.



Departmental Support

Office of Personnel Management
 Office of Professional Development and Training
 Informational Technology and Telecommunications
 Property Management
 Procurement
 Capital Planning and Facilities Maintenance

Departmental Support provides ancillary and logistical support for the entire Department and is comprised of six units: the Offices of Personnel Management, Professional Development and Training, Property Management, Procurement, Capital Planning and Facilities Maintenance, and Information Technology and Telecommunications. Departmental Support is responsible for a comprehensive workforce stabilization process designed to produce and maintain a professional, reliable, competent, and effective workforce. Departmental Support provides procurement and maintenance of required commodities and services, coordinates facility/capital planning, programming and maintenance consistent with the requirements of the Facilities Master Planning process. Further, Departmental Support is responsible for the management of a fully integrated automated client-based information system to support service delivery and promote administrative accountability.

	FY 2003 Appropriation	FY 2004 Request	FY 2004 Unfunded	FY 2005 Estimated
Authorized Positions	98.0	97.0	28.5	125.5
Contractual Positions	7.0	7.0	-	7.0
Total Budget	\$ 12,197,378	\$ 12,646,803	\$ 5,415,004	\$ 17,024,175
General Funds	\$ 12,050,715	\$ 12,646,803	\$ 5,415,004	\$ 17,024,175
Special Funds	\$ -	\$ -		\$ -
Federal Funds	\$ 13,410	\$ -		\$ -
Reimbursable Funds	\$ 133,253	\$ -		\$ -

PROGRAM DEPLOYMENT

The Division of Departmental Support provides ancillary and logistical support for the entire Department of Juvenile Justice and is comprised of six units: The Offices of Personnel Management, Professional Development and Training, Capital Planning and Facilities Maintenance, Procurement, Property Management, and Information Technology and Telecommunications.

Personnel Management

The Office of Personnel Management (OPM) recruits, selects, and hires a professional, reliable, competent and effective workforce.

Priority must be placed on identifying, hiring and retaining the best and brightest candidates. The Department must offer competitive salaries from entry to management levels, an atmosphere that fosters professional growth, and bona fide opportunities for advancement. DJJ must actively recruit talent from all viable sources and once recruited provide a positive, productive work environment where the best and brightest can apply their skills to provide quality, professional services to youth. The Department will continue to participate in job fairs at colleges and universities that offer criminal justice programs.

Currently, salaries for staff of DJJ are out of alignment with other state departments and surrounding jurisdictions, making recruitment and retention difficult. DJJ's inability to recruit and retain talented staff at all levels has challenged the Department in its ability to carry out its mission and perform its major business functions. Although the current situation cannot be radically improved overnight, with additional resources significant progress can be accomplished in a reasonable time.

Despite the challenges, initiatives are currently underway to address these issues. The primary concern is the need for a competitive compensation package which is critical to recruiting and retaining a professional, competent and effective workforce. In August 2002, the Department developed and advertised a Request For Proposal (RFP) to obtain a personnel consultant to review DJJ's classification structure. The consultant will also determine whether the existing classifications accurately reflect work duties and responsibilities. The consultant will then recommend appropriate compensation levels. Once the contract is awarded, the OPM will work closely with the consultant as well as review the progress reports submitted. Final recommendations are

expected to be submitted to the Secretary in FY 2004.

Additional efforts are already underway to align DJJ salaries with those in other state departments. A short term solution is a one pay grade increase for direct care staff. In September 2001, a Pay Plan Amendment was submitted to the Department of Budget and Management (DBM) requesting upgrade of Juvenile Counselors, Youth Supervisors, Supervisors of Group Living, and Juvenile Transportation Officers. Although DJJ has not yet received approval of this Pay Plan Amendment, we will continue to pursue this initiative as well as prepare additional requests.

FY 2004 Unfunded Request

One grade increase for direct care workers -
\$3,077,144

Testing is an essential employee selection process. The OPM is responsible for administering examinations to test applicants for employment suitability. As an early component of the recruitment process, employment testing is one means of differentiating the caliber of applicants. In FY 2003 and FY 2004, new examinations will be developed for 50% of DJJ unique classifications. By the end of FY 2005, new examinations will be completed for the remaining 50% of DJJ unique classifications.

Professional Development and Training

The Office of Professional Development and Training (OPDT) develops, conducts, and coordinates training and learning opportunities for the staff and vendors of the Department of Juvenile Justice.

Employee training is an important and integral process that prepares staff in the application of research-based practices of youth supervision and service delivery. Training is frequently a critical juncture for new employees and existing staff, as it presents a global picture of DJJ as an organization. Training sessions afford employees the opportunity to understand DJJ's mission, vision, purpose, and expectation of professionalism. Employees' experiences in training are expected to be applied in their work performance. These experiences are dependent upon the knowledge, skills, abilities, and dedication of the training staff. DJJ training staff demonstrate the Department's integrity in their presentations to staff. Organizational treatment of employees is generally first experienced and observed through training staff.

The Department establishes programs that require the development of new training initiatives to prepare staff to respond to programmatic changes and enhancements. To effectively implement DJJ programs, staff must receive training from the OPDT which ensures adherence to program requirements and expectations.

Additionally, the Department must meet the regulations of the Maryland Correctional Training Commission (MCTC) that delineate specific training for direct care staff, support staff, first line supervisors, and first line administrators. In FY 2003, in accordance with these MCTC regulations, the OPDT now has the added responsibility of providing some training and technical assistance to DJJ contracted vendor staff to ensure uniform service delivery to youth.

In FY 2003, the workload of the OPDT increased by 40% due to an increase in overall staff, staff turn-over, and training requirements as mandated by MCTC regulations, which includes entry-level and in-service training. As mandated by the regulations, entry-level training hours have increased from 80 hours to 160 hours; a 100% increase in prescribed entry-level training hours. In-service training requires a minimum of eighteen hours for mandated staff each year. To meet the increased training demand created by the MCTC regulations, the OPDT requires 7 additional staff. In FY 2003, OPDT will update the unit's workforce stabilization plan to meet the increased demand for training.

FY 2004 Unfunded Request

Hiring additional training staff - \$378,658

OPDT currently evaluates training on two levels – reaction and learning. In FY 2003, training evaluation will also include an additional two levels of evaluation - effectiveness of classroom instruction and return on investment. In FY 2004, the new Field Training Program will be designed to allow new employees to receive realistic and practical experience.

In FY 2004, the Department will plan regional training sites to provide increased accessibility to training and decrease costs related to space rental to conduct training. These sites should include technologically advanced learning centers that provide nontraditional classroom instruction and ensure continued professional development for staff.

Capital Planning and Facilities Maintenance

The Department's Capital Planning Unit plans, programs, designs, acquires, constructs, renovates, furnishes, and equips all state owned facilities to provide a caring humane normative environment promoting the health and safety of DJJ residential and non-residential youth and staff.

With the publication of the *Facilities Master Plan Update 2000*, the Department began the process of planning the physical growth of facilities and infrastructure necessary to support restorative justice programs. Each major project recommended, as a result of the Plan, will be followed by architectural programming, design, construction, and furnishing. The Capital Planning Unit will develop capital projects across the service delivery continuum from prevention and diversion to detention, commitment, and aftercare. In line with the Department's initiative to reduce the unnecessary and inappropriate use of detention, the Capital Planning Unit is working with community-based providers to develop facilities to serve as detention alternatives.

In FY 2003, the Department will open the Baltimore City Juvenile Justice Center (BCJJC). The BCJJC is a unique opportunity to implement Restorative Justice principles in order to better serve Baltimore City youth, their families, and their communities. The Juvenile Justice Center consolidates various components of the juvenile justice continuum into one facility (i.e., assessment services, local law enforcement, juvenile court, social services, Public Defender, State's Attorney's Office and DJJ field staff). Additionally, the Center will provide intake screening, risk and needs assessment for youth and their families, and detention beds for high risk youth. Lastly, the BCJJC will provide a responsive and supportive environment for youth, families, victims, and witnesses.

The Department is moving toward smaller, regionalized services and facilities based upon a twenty-four bed model, single-room occupancy, and normative environment for identified youth who present a public safety risk. The Department will open the Western Maryland Juvenile Justice Center and the Lower Eastern Shore Juvenile Justice Center in FY 2003 for the assessment and detention of youth.

Ongoing and future projects include the demolition of inadequate, obsolescent and insufficient space not meeting programmatic needs and technical requirements. The Department also seeks to create facilities for special populations

(e.g., mental health, gender specific). This includes the redevelopment of the Waxter Center and the Cheltenham Youth Facility, renovation of the four youth centers, and the conversion of the Noyes Center into a contemporary twenty-four bed facility. Due to current budget constraints, the redevelopment of the Cheltenham Youth Facility has been postponed.

Facilities Maintenance provides routine maintenance of all state-owned/state-operated, and state owned/private operated facilities. Facilities Maintenance, through routine maintenance, will continue to provide for the safety and comfort of staff and clients. Facilities maintenance will also continue to comply with the Annotated Code of Maryland, Article 78A, Section 24 that requires routine inspections and maintenance of DJJ properties. As required by the *Department of General Services' Comprehensive Maintenance and Repair Program Manual*, and the *Maryland Standards for Juvenile Detention Facilities*, the Department's Facilities Maintenance Unit will continue to provide routine inspections of all DJJ facilities and properties that include an annual tour with a representative from the Department of General Services (DGS). Facilities Maintenance will continue to conduct scheduled maintenance inspections, self-evaluations and reports.

Property Management

The Property Management Unit (PMU) manages the Department's property that includes real estate leasing, fleet vehicles, furniture and other equipment.

The Department's Property Management Unit ensures that workspace for all employees is appropriate and sufficient to support programming and staffing level requirements. The PMU regularly reviews and updates space requirements. The PMU must also ensure all current lease obligations are met by the lease holder. The Unit also reviews requests for additional space when received or prior to expiration of leases. In FY 2003, five leases will be reviewed for renewal to ensure adequate space requirements are met.

In FY 2003, the Department developed, submitted and received approval from DGS for the Inventory Standards Manual. By the end of FY 2003, the PMU will develop a Unified Property Management and Inventory Control System database that will manage DJJ inventory. DJJ has identified Accountability Officers in all facilities and offices that will be responsible for maintaining the database in their assigned locations. A curriculum will be developed and all Accountability Officers will be trained in FY 2004.

In accordance with the *State of Maryland State Vehicle Fleet Policies and Procedures*, the Department's Fleet Management Unit (FMU) enforces the existing policies and procedures governing the effective and economical use of the Department's fleet. To ensure operational readiness of fleet vehicles, the FMU participates in Departmental training to ensure staff are educated on these principles and policies. These responsibilities include purchasing and replacing vehicles, reviewing mileage, processing insurance claims on all vehicular accidents, ensuring regular maintenance, upkeep and inspection of all vehicles to ensure a safe fleet. The unit will revisit internal Fleet practices and amend as appropriate.

Procurement

The Procurement Unit acquires commodities, services, human services, information technology, maintenance materials and services for the Department in accordance with COMAR Title XXI, Board Of Public Works (BPW) advisories, Department of Budget and Management (DBM) directives and Secretary's Directive SD-D1260-02-01, entitled *Corporate Purchasing Card Policy*.

The Procurement Unit receives bid documents for new or existing programs from the Program Development Unit to be procured. Upon approval of DBM and the Secretary, the procurement document is issued and a schedule is established in accordance with COMAR. Finally, the Procurement Unit processes and awards the contract and begins contract implementation and administration.

The Procurement Unit maintains a database of contract information. This database provides names and a brief description of contractual programs and providers, location, contracted capacity, awarded contract amount and period, average length of stay, and average daily population. In FY 2004, the Department will link the Procurement Unit's database with the Central Service Repository (CSR). This will provide DJJ staff with an accurate resource for youth referrals to and placements into contractual programs.

The programs that operate through private providers must meet the mission and mandates of the Department. Contracts approved by the Department require compliance with COMAR, DJJ policies and directives, and MCTC requirements.

In FY 2003, the Procurement Unit will collaborate with the Office of Fiscal Planning and Management and the Office of Professional Responsibility and Accountability to develop

contract management guidelines. These guidelines will be combined with a Procurement Manual that will be developed in FY 2004. The manual will be based upon new regulatory requirements, departmental policies and directives, and performance measures and program outcomes.

All employees who have procurement related duties are trained in procurement procedures appropriate to their role in the procurement process. This training includes small and large procurement, the State of Maryland Financial Management Information System (FMIS), bid document writing and development, proposal evaluation, contract administration, and corporate credit card procedures.

The Procurement Unit will continue to incorporate performance measures in all large procurement contracts and agreements that are specific to the stated programmatic design and are measurable, achievable, results based and time bound. The performance measures will include baseline data and program outcomes or effectiveness. The performance measures shall provide DJJ management with outcome information to justify a program's continuation.

The Department's Procurement Unit will continue to review internal procedures and practices to identify areas that need improvement and ensure the procurement process complies with state procurement laws, regulations and departmental procedures.

Information Technology and Telecommunications

The Information Technology and Telecommunications Unit (IT) manages the automated client-based information system, Automated Statewide Support and Information System Tools (ASSIST), maintains the computer system infrastructure, provides technical support, and integrates the various databases currently in use by DJJ units, as well as establishes interfaces with external systems in conformance with applicable laws. The Unit maintains the Department's telecommunications system as well as the Intranet and Internet Websites. This Unit also maintains a Geographic Information System to create maps and integrate valuable information into a geographic format. In FY 2002 this unit was initially funded by a grant and sustained by the Department in FY 2003 through general funds. In FY 2004 an unfunded request would be needed to continue support of this unit.

In order to meet the mandates in Article 83C, of the Annotated Code of Maryland, DJJ is collaborating with the Department

of Public Safety and Correctional Services (DPSCS) to ensure accurate identification of youth entering the juvenile justice system. Currently the Department's tracking system does not incorporate a biometric fingerprinting identification system for youth referred to DJJ. The Department is also collaborating with DPSCS to include the ability to query the departmental database for record matches. The system enhancement will allow positive identification of youth in all of our systems as part of the Automated Fingerprinting Identification System (AFIS). Initially, AFIS will be deployed at the Baltimore City Juvenile Justice Center (BCJJC) in FY 2003, and expanded to other locations in the following fiscal years. Continued procurement and deployment costs for equipment, application, maintenance and staff will be submitted as an unfunded request in FY 2004.

In FY 2002, a Central Services Repository (CSR) database was created for locating services that are available for DJJ youth. In FY 2003, the CSR was "web-enabled," made accessible through DJJ's Intranet, and enhanced to provide information on DJJ and non-DJJ operated residential and non-residential programs and services. The Department will expand the CSR to include additional functionality such as identifying contract capacity, contracts over budget, and identifying requested but unavailable services. The database will also be enhanced in FY 2004 to include expanded data on programs as well as procurement information.

In FY 2003, additional system enhancements will allow generation of a Treatment Service Plan, Case Management Recording System, and support of the Confinement Review Unit. The Case Management Recording System will be greatly enhanced by providing Case Managers with Personal Digital Assistance Devices (PDA's). These devices are a cost effective alternative to purchasing laptops for Case Managers who will be able to collect and report case management data to the central Client Based Tracking System while away from the office. In FY 2003, the Client Based Tracking System will be enhanced to allow the generation of a Certificate of Placement, a mechanism to verify all charges and costs for youth who are in an out of home placement. The Department plans to interface the Certificate of Placement with ASSIST and the Cost Management Recording System.

Funding is needed for additional staff to develop or enhance the small database applications, to continue integration efforts with the client-based tracking system, to ensure Help Desk and technical support at the Baltimore City Juvenile

Justice Center (BCJJC) and to staff project management support positions for IT systems development projects. Funding also is needed for Server and Network upgrades, replacement of obsolete telecommunications equipment and purchase of Palm Pilots and Software for all Case Managers. An unfunded request for additional positions, server/network upgrades, replacement of telecommunications equipment, and purchase of Palm Pilots will be submitted in FY 2004.

The Department's Internet site has become an efficient way to communicate information to the public at large while the Intranet site is able effectively to deliver information, forms, and directives to all departmental staff. The Department will continue to improve both sites to expand the availability and accessibility of information. An unfunded request will be submitted in FY 2004 for a Web programmer position to support Internet and Intranet applications.

Currently, DJJ is spending over \$1.8 million annually to contract with vendors for the provision of network support, applications support and technical support to resolve hardware and applications problems, and to configure and deploy new workstations. A more cost-efficient alternative is to reallocate existing vacant PINS for many of these functions and directly contract with individuals where specialized expertise might be needed but difficult to obtain through normal hiring. By reallocating PINS or directly contracting, DJJ expects to save approximately \$415,382 in FY 2004.

FY 2004 Unfunded Request

GIS costs - \$133,664
AFIS costs - \$553,497
Database staff - \$250,000
Server upgrades - \$249,905
Internet/Intranet programmer - \$37,255
Help Desk/Tech support staff- \$378,805
Telecommunications upgrades - \$260,000
Project management staff - \$90,568
Palm Pilots - \$420,800
Good Government – (\$415,382)
TOTAL - \$1,959,202

Office of Professional Responsibility and Accountability

Investigations and Child Advocacy Unit

Audit and Contract Performance
Monitoring/Licensing Unit

Professional Standards Unit

PROGRAM DESCRIPTION:

The Office of Professional Responsibility and Accountability (OPRA) was created for the purpose of ensuring that the Department of Juvenile Justice (DJJ) employees and private service providers perform their duties and responsibilities in accordance with professional standards and practices, applicable law, rules of conduct, regulations, policy, procedure and written directives. OPRA has delegated authority from the Secretary to review DJJ business functions, operations activities, programs, grants, services and facilities operated by the State, or administered through private vendor contracts or intergovernmental agreements.

	FY 2003 Appropriation	FY 2004 Request	FY 2004 Unfunded	FY 2005 Estimated
Authorized Positions	42.0	37.0		37.0
Contractual Positions	6.0	6.0		6.0
Total Budget	\$ 2,515,968	\$ 2,285,315	\$ -	\$ 2,376,728
General Funds	\$ 2,515,968	\$ 2,285,315		\$ 2,376,728
Special Funds	\$ -	\$ -		\$ -
Federal Funds	\$ -	\$ -		\$ -
Reimbursable Funds	\$ -	\$ -		\$ -

PROGRAM DEPLOYMENT

The Office of Professional Responsibility and Accountability (OPRA) consists of three units: Audit and Contract Performance Monitoring/Licensing Unit, Investigations and Child Advocacy Unit (ICAU), and the Professional Standards Unit.

Audit and Contract Performance Monitoring/Licensing Unit

The Audit and Contract Performance Monitoring/Licensing Unit consists of the Audit Unit and the Contract Performance Monitoring/Licensing Unit.

Audit Unit

The Audit Unit conducts fiscal, contract compliance, and performance audits on a scheduled basis to provide reasonable assurance that (1) all contract terms and conditions are met, (2) measurable performance outcomes are achieved, (3) internal operational responsibilities are carried out, and (4) monetary damages/deductions are assessed when services are not provided or are not adequately supported. The Audit Unit is responsible for conducting audits in accordance with standards promulgated in the "Standards for the Professional Practice of Internal Auditing," the General Accounting Office (GAO) Government Auditing Standards, and standards for performance audits as they are developed and issued by the Office of Legislative Audits. Audited entities include DJJ operating units, facilities and vendors.

Since the creation of the OPRA, the Audit Unit has developed an *Audit Work Plan* (FY 2002-2004) based on the results of the Audit Risk Assessment Tool (ARAT) of all vendors. The Plan establishes the goal of 192 fiscal/compliance audits to be conducted during FY 2002 - 2004. To date, the Audit Unit has conducted 135 audits which includes: 110 fiscal/financial audits (desk audits and draw down requests); and 25 performance audits of vendors. In addition, 67 special audits have also been conducted.

The Audit Unit has developed the Audit Risk Assessment Tool (ARAT) based on standard risk rating factors, such as annual dollar volume of the contract, youth safety, factors concerning due diligence, youth satisfaction, capacity risk and compliance with performance measures for all residential and non-residential programs. The ARAT is then evaluated based on factors including a vendor's past and present fiscal/financial performance, safety and health issues as evidenced by incident reports, and organizational changes in the vendor's internal control.

Policies and procedures have been developed and implemented to track the type of audit assignments conducted/completed, the total number of findings/recommendations, and the total dollar value of recommended financial recovery.

In an effort to reduce the repeat audit findings, a database was established in January 2002 to track and monitor all corrective actions recommended by internal audits as well as external sources such as the Office of Legislative Audits and the Office of the Independent Juvenile Justice Monitor from the Governor's Office of Children, Youth and Families (OCYF). At the Secretary's direction, the affected major departmental business function shall develop an action plan for review, approval and implementation. The Audit Unit will continue to conduct various follow-up audits, as needed, to assess the effectiveness of these corrective actions and to ensure their timely implementation.

By the end of FY 2003, two staff auditors will be trained in contract performance audits, data collection methods and other items related to the *Managing for Results* (MFR) data and performance measures. The Audit Unit will then be able to assist other DJJ units in conducting a self-assessment of the integrity of the data compiled and reported for submission of the MFR. Additionally, this training will enable several staff auditors to form the core of any contract performance audit team that will be established in the future.

As each contract is developed or renewed, performance measures are now included as a matter of course to ensure that service delivery expectations are established. With this increased emphasis comes a need for additional personnel to perform audits in accordance with the Unit's plan. In order to maintain a level of competence, hiring exemptions were requested for and received to fill current vacancies of three auditors. The hiring process is expected to be completed by December of 2002. The Chief Auditor position was filled in October of 2002.

Contract Performance Monitoring/Licensing Unit

The Contract Performance Monitoring/Licensing Unit is responsible for ensuring the health, safety and well being of youth in placement through licensing, compliance, and monitoring of both residential and non-residential programs. The Contract Performance Monitoring/Licensing Unit also reviews all applications for residential and non-residential programs to ensure that, prior to licensing, all programs will meet the requirements established by COMAR, contract

deliverables, performance outcome measures, and quality assurance. The Contract Performance Monitoring/Licensing Unit Administrator tracks the number of licenses/certifications issued and monitors each throughout its licensing period. Additionally, a DJJ representative participates in an Inter-Agency monitoring team for out of state residential programs.

The Contract Performance Monitoring/Licensing Unit utilizes COMAR 01.04.04 (Licensing of Residential Programs), 16.04.01 (Youth Services Bureau), and 16.04.05 (Youth Diversion Programs) for its standards in licensing, certification and monitoring for program compliance. When appropriate, DJJ specialists are utilized to monitor Food Service Facilities (COMAR 10.05.03), Educational Programs in Nonpublic Schools and Child Care and Treatment Facilities (COMAR 12A.09.10), Substance Abuse (DJJ Detention Standard 3.4.4), Substance Abuse Services (DJJ Substance Abuse Treatment Policy 01.12.22), Alcohol Abuse Treatment (COMAR 10.47.01, 03.03.04), and DJJ Substance Abuse Standards. The Department has developed and utilizes standard tools based on COMAR to help in the licensing, certification and monitoring for compliance. Performance outcome measures are assessed based on COMAR 01.04.04.15.

The Contract Performance Monitoring/Licensing Unit Administrator and staff are involved in continuous improvement of skills and knowledge to support day to day operations. The Administrator attends monthly meetings at the interagency Resource Development Licensing Committee (RDLC) of the Governor's Office of Children, Youth and Families (OCYF) to discuss COMAR modifications and other licensing matters. The Administrator and three Program Specialists/Monitors received specialized training in Performance Audits from the Government Audit Training Institute in Washington, DC during FY 2002.

To ensure that programs are in compliance with the COMAR and contract deliverables, which are items and services a contractor/vendor is obligated to provide, the Department developed a monitoring schedule that would ensure that quarterly site visits are conducted at each DJJ licensed or state-operated residential programs. Residential programs licensed by other agencies, in which DJJ youth are placed, are monitored, at a minimum, on an annual basis. The monitoring schedule also ensures that DJJ certified non-residential programs are to be visited at least once every six months. After each site visit, a report is completed and a corrective action plan is developed for any identified

deficiency. Monitors conduct follow-up visits to assess the effectiveness of the corrective action plans and to ensure the plans are being implemented.

Informal opportunities for monitoring are available as well. Any DJJ staff can contribute to this monitoring for any observation by completing and submitting the Program Observation Forms. DJJ case managers are mandated to complete Program Observation Forms upon visiting a youth in a placement. These staff utilize the Program Observation Form that documents an overall review of the program and facility. The completed form is then faxed, mailed, or E-mailed to the Administrator for review and assigned to a monitor for any necessary corrective actions. In FY 2003, a database to collect the information captured from the Program Observation Forms will be completed.

The Contract Performance Monitoring/Licensing Unit has drafted a unit policy for Program and Compliance Monitoring. Upon approval of this policy, the unit will amend protocols and monitoring tools as appropriate. In FY 2004, a database will be developed that will collect all of the findings of the formal monitoring visits to include, dates of the visits, program name, summaries/observations, outcomes, deficiencies, and corrective action plans.

Investigations and Child Advocacy Unit (ICAU)

Investigations Unit

The Investigations Unit investigates allegations occurring in all DJJ programs and facilities. Investigators have been assigned to a specific facility in an effort to proactively address problems/incidents, as well as determine whether staff adhere to departmental policies and procedures. Two investigators, however, were permanently assigned to each of our two largest facilities; the Charles H. Hickey, Jr. School and the Cheltenham Youth Facility effective September 2002. These assignments allow the investigators to develop positive working relationships with law enforcement and Child Protective Services investigators in their region, as well as a familiarity with the day-to-day operations of each facility. Investigators report the findings of their investigations and recommend corrective actions to the appropriate Executive Staff. Periodic meetings are held with representatives from the Department of Human Resources, Department of Health and Mental Hygiene, and Maryland State Police to discuss investigations or any matters involving the reporting of physical and sexual child abuse.

In March 2002, the Incident Reporting Database was established to collect data related to incidents involving youth under DJJ supervision. This allows the Department to track incident reports by category of offense, location, youth/staff involved and the number of incidents that have occurred.

As of October 2002, all state owned/state operated facilities electronically file incident reports directly into the Incident Reporting Database. The Charles H. Hickey, Jr. School, Thomas J. O'Farrell Youth Center and Edgemoor are currently the only residential service providers that utilize the electronically filing of incident reports. Vendors who do not electronically file incident reports fax them to the Investigations Unit so that report information can be entered into the data base.

The Department is required by Maryland Correctional Training Center (MCTC) regulations to complete background investigations on all applicants for DJJ direct care and custody positions. The Department's OPRA unit has staff solely dedicated to conducting background investigations on all applicants for these types of positions. Currently these background investigators are responsible to ensure that applicants who are hired are fingerprinted in accordance with the MCTC guidelines. To increase the efficiency of the recruiting and hiring process, the Investigations Unit now tracks data on each background investigation as each requirement is met.

Child Advocacy Unit

The Child Advocacy Unit's objective is to ensure the health, safety and humane care of youth under DJJ jurisdiction. Child Advocates monitor and identify possible violations of the Department's regulations, policies, and procedures. Violations are reported to the Investigations Unit for follow-up. Additionally, the staff reviews behavioral assessments, medical admissions, and incident reports daily to identify youth who may have immediate needs. The Child Advocate interviews, assists, and oversees the filing of every youth's grievance. Advocates examine and attempt to provide immediate resolutions on all youth grievances while maintaining confidentiality. Child Advocates meet with youth to conduct non-grievance interviews daily. Currently, there are eight Child Advocates who are rotated between facilities on a six month basis. The Child Advocates are assigned to twenty-nine facilities and programs, of which eighteen are licensed by DJJ, ten are state owned/state operated, nine are state owned/private operated; and one residential treatment

center (RTC) which is licensed by DHMH and provides services to DJJ youth. Two Advocates are assigned to each of our largest facilities: the Charles H. Hickey, Jr. School and the Cheltenham Youth Facility. Effective November 2002, three additional Child Advocates will be hired.

In keeping with the Unit's commitment to assure the quality of life for youth under DJJ supervision, Child Advocates have taken pro-active measures to include: increased one-on-one interaction with the youth; monthly networking advocate meetings; training; building positive, productive relationships between youth, parents, probation officers, case managers, administrators, and staff; promoting a positive working environment by encouraging constructive communication between the youth and educational staff; interacting with the youth on an individualized basis to help provide early identification and intervention of youth who have special needs; reviewing youth's prior institutional history to facilitate and foster individualized communication with each youth; tracking youth's personal property; utilizing the limited resources available to help create positive environments within state owned/state operated and state owned/private operated facilities; and encouraging youth to manage conflicts with other youth in the facilities.

The Unit has implemented a pro-active Child Advocacy Grievance process to achieve and maintain 100% resolution of the grievances of life, health, service, and safety issues affecting DJJ youth at the facility level. Secretary's Directive SD-D1310-01-01, entitled *Child Advocacy Grievance Policy*, was revised on October 10, 2001. This policy provides a responsive six step process that includes: initiation of a grievance; youth interview; investigation and mediation; conference with all involved parties; resolution; and when there is no resolution at the facility level, appeals may continue to the Secretary. If a youth feels that the Department has violated one of his or her basic rights, or in some way has been treated unfairly, abusively, or neglectfully, they may initiate a grievance or complaint to resolve the matter. The Child Advocate functions as the youth's non-legal representative whenever a grievance is filed, or when the Advocate is aware of situations that present possible harm to DJJ youth. Youth shall not be prevented from filing a grievance or complaint or be retaliated against for filing a formal grievance.

The Child Advocacy Unit maintains a Youth Grievance Database that captures grievances and complaints by type, facility, youth/staff involved, the number of grievances and complaints that have occurred and grievances referred to the

Investigations Unit for further investigation. Patterns of grievances (staff involved, youth involved, facility, program, and area) can be captured. As a result of the review and evaluation this database will be expanded in FY 2003 to capture additional information.

By the end of FY 2004, the Youth Grievance Database, will interface with the Incident Reporting Database and enable each respective unit to identify specific problems and discern patterns of use of force, number of allegations made against a particular staff or a youth, and his or her involvement in incidents at a facility. Additionally, by the end of FY 2004, Child Advocates will be able to report grievances electronically into the database from the field.

Professional Standards Unit

In December 2000, the Department established the Professional Standards Unit (PSU) to oversee the policy development process. In March 2001, the PSU created a database to track Unit productivity, manage a numbering system for documents and provide a reference site of historical and current DJJ directives/policies/standards. In August 2001, DJJ established a written directive system with a uniform format and process for drafting, staffing, and promulgating departmental directives/policies. In October 2001, the PSU began providing the current Secretary's Directives/Policies to the Webmaster for inclusion on the Intranet/Internet. The posting of the policies provides internal and external access to the Secretary's Directives/Policies and enhances the communication and distribution of pertinent information throughout DJJ.

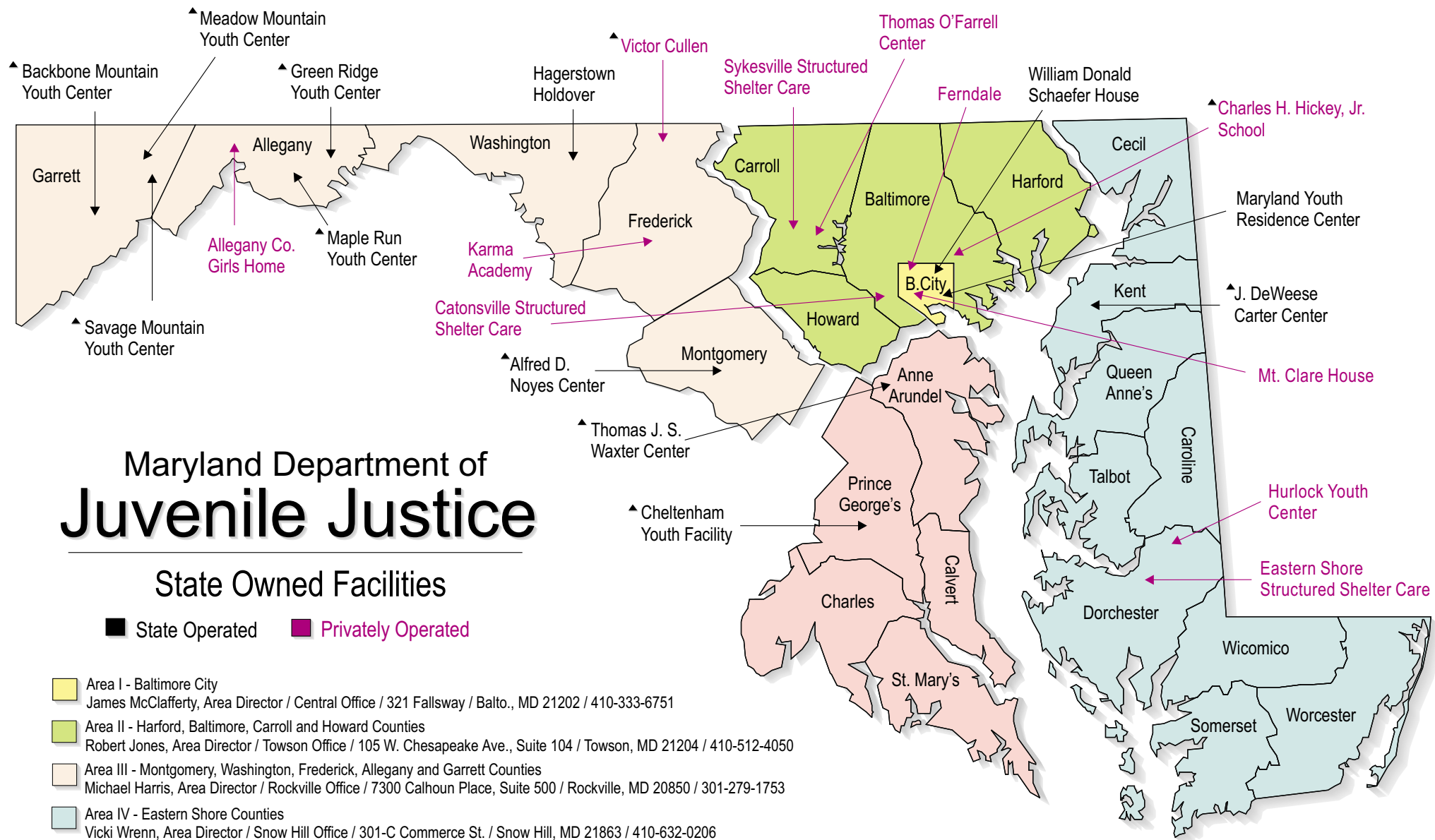
The PSU will review and amend all policies annually to reflect programmatic, procedural and/or legal changes. By the end of FY 2005, a total review of outdated policies will be completed. With the assistance of each major business function, the PSU will review the backlog of outdated policies and determine those that require revising and/or rescinding.

Maryland Department of Juvenile Justice

State Owned Facilities

■ State Operated ■ Privately Operated

- Area I - Baltimore City
James McClafferty, Area Director / Central Office / 321 Fallsway / Balto., MD 21202 / 410-333-6751
- Area II - Harford, Baltimore, Carroll and Howard Counties
Robert Jones, Area Director / Towson Office / 105 W. Chesapeake Ave., Suite 104 / Towson, MD 21204 / 410-512-4050
- Area III - Montgomery, Washington, Frederick, Allegany and Garrett Counties
Michael Harris, Area Director / Rockville Office / 7300 Calhoun Place, Suite 500 / Rockville, MD 20850 / 301-279-1753
- Area IV - Eastern Shore Counties
Vicki Wrenn, Area Director / Snow Hill Office / 301-C Commerce St. / Snow Hill, MD 21863 / 410-632-0206
- Area V - Anne Arundel, Charles, Calvert, St. Mary's and Prince George's Counties
Delmas Wood, Area Director / Glen Burnie Office / 7500 Ritchie Hwy., Suite 306 / Glen Burnie, MD 21061 / 410-508-2270



▲ Facility for juveniles defined as "Place of Confinement" in Article 83C, § 2-117(a) (2), Annotated Code of Md.

Revised 04-02-02



Department of Juvenile Justice
Secure Detention* Alternatives Continuum

Pre-Dispositional

Post-Dispositional

Both Pre and Post-Dispositional

* Pre-dispositional pending adjudication
Post-dispositional secure confinement

Informal Community Supervision

Description

Community-based supervision of youths by DJJ case managers (Juvenile Counselors).

Target Population

Low-risk, non-violent youth, requires youth and parental volunteer.

Length of Stay

90-120 days

Capacity

Annualized 15,000
ADP - 3,750

Supervision

Case Managers (Juvenile Counselors)
Case Ratio: 1 Case Mgr: 50 youth (under review)

Frequency of Client/Family Contact:

Client: weekly contact
Family: bi-weekly contact
May be used with home confinement and Evening Reporting Centers.

Home Confinement

Description

Youth confined to home with or without Electronic Monitoring. Exception: School, medical and other authorized activities.

Target Population

Pre-adjudicated. Low to moderate risk. Youth requiring restricted activities to ensure appearance at next Court hearing.

Length of Stay

1 to 40 days

Capacity

250 youths

Supervision

Home confinement Electronic Monitoring Unit.

Frequency of Contact:

- (1) Daily telephone contact through automated voice verification (sixteen random calls per week for first 3 weeks).
- (2) Two random visits every 48 hours during evenings and weekends.

Evening Reporting Centers

Description

Community based after school program from 3:00 p.m. to 9:00 p.m.. Monday through Saturday.

Target Population

Youth 16 and under, pre-adjudicated non-violent, and non-violent chronic offender.

Post disposition non-violent and chronic offenders, also sanctions for enhanced probation supervision.

Length of Stay

Up to 120 days

Capacity

15 - 20 per program / 30 - 35 per year

Supervision

Electronic Monitoring Unit and Case Managers.

Frequency of Contact:

Daily - min. 6 hours.

Electronic Monitoring

Description

Electronic surveillance of a youth's home restriction and daily activities in the community.

Target Population

- High risk youth returning to community from secure detention and aftercare supervision.

- Post adjudicated youth facing detention consequences for Violation of Probation disposition.

- Low risk - Pending placement.

Length of Stay

Up to 45 days

Capacity

450 per day

Supervision

- Home detention/ electronic monitoring unit.

- Case managers and direct care workers when used with Evening Reporting Centers.

Frequency of Contact:

Daily random personal contact.

Scheduled programming based on individual needs.

Staff Secure Shelter

Description

Staff secure temporary shelter.

Target Population

- Low to moderate risk; no parent, guardian, custodian or other responsible person to provide supervision and care and return the child to court.

- To protect the child and person of others.

- The youth is likely to leave the jurisdiction of the court - prior FTAs.

Length of Stay

24 hrs. to 30 days (continuing reasonable efforts to return the youth home).

Capacity

124

Supervision

Case Managers -24 hrs. Health care services ; counseling; education; social work services and drug and alcohol assessment/treatment services.

Frequency of Contact:

Daily - 24 hrs.

Probation

Description

Community supervision program for moderate risk, non-violent youth.

Target Population

Non-violent, moderate risk offenders.

Length of Stay

3 mos. to 6 mos.

Capacity

FY 99: 7,181
FY 01: 3,374 (7/1 to 3/31)

Supervision

Caseload 1:30
Day Treatment, Education, Employment Assistance.

Frequency of Contact:

Daily - Family Visits;
Once a week - Immediate accountability; Restitution & Community Service.

Intensive Probation

Description

A community-based highly structured supervision program in partnership with youth and family and community services. Graduated sanctions with immediate imposition of sanctions strict accountability.

Target Population

Non-violent repeat offenders - 4 or more referrals during a two-year period, as a result of arrest & charges.

Length of Stay

6 - 12 months

Capacity

Included in Probation

Supervision

Caseloads 2:30 youth based on particular needs. May be assigned to a combination of the entire continuum of detention alternatives. Freq. daily contact.

Placement with community-based day treatment providers.

Employment assistance.

Frequency of Contact:

Daily - 24 hours Home visits at random; family visits & referrals; Immediate Accountability. Restitution and Community Service.

